



FY07 AT&L Workforce 4th Estate Quick Look

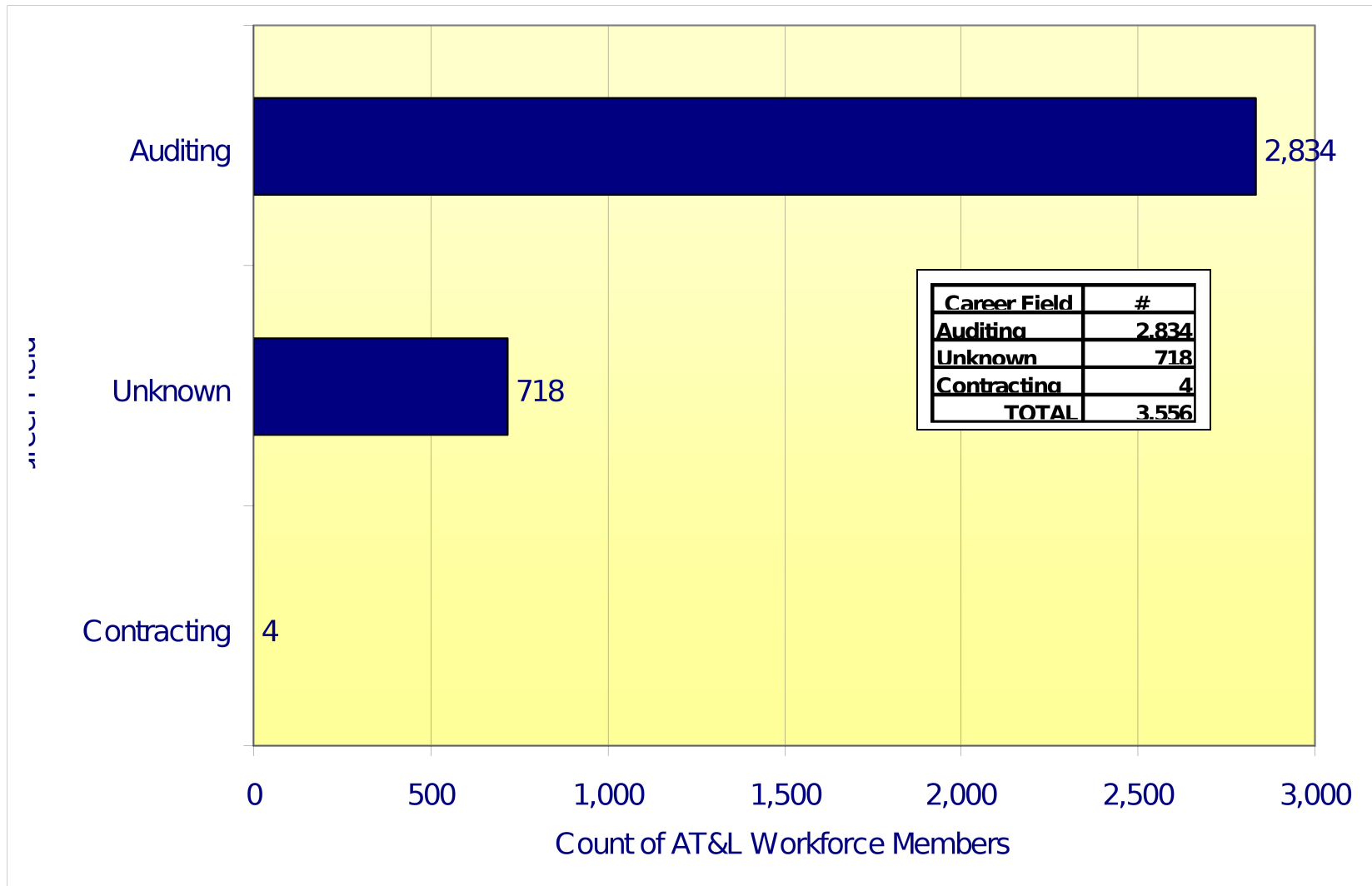
- DCAA
- DCMA
- DISA
- DLA
- MDA



FY07 AT&L Workforce – DCAA Demographics



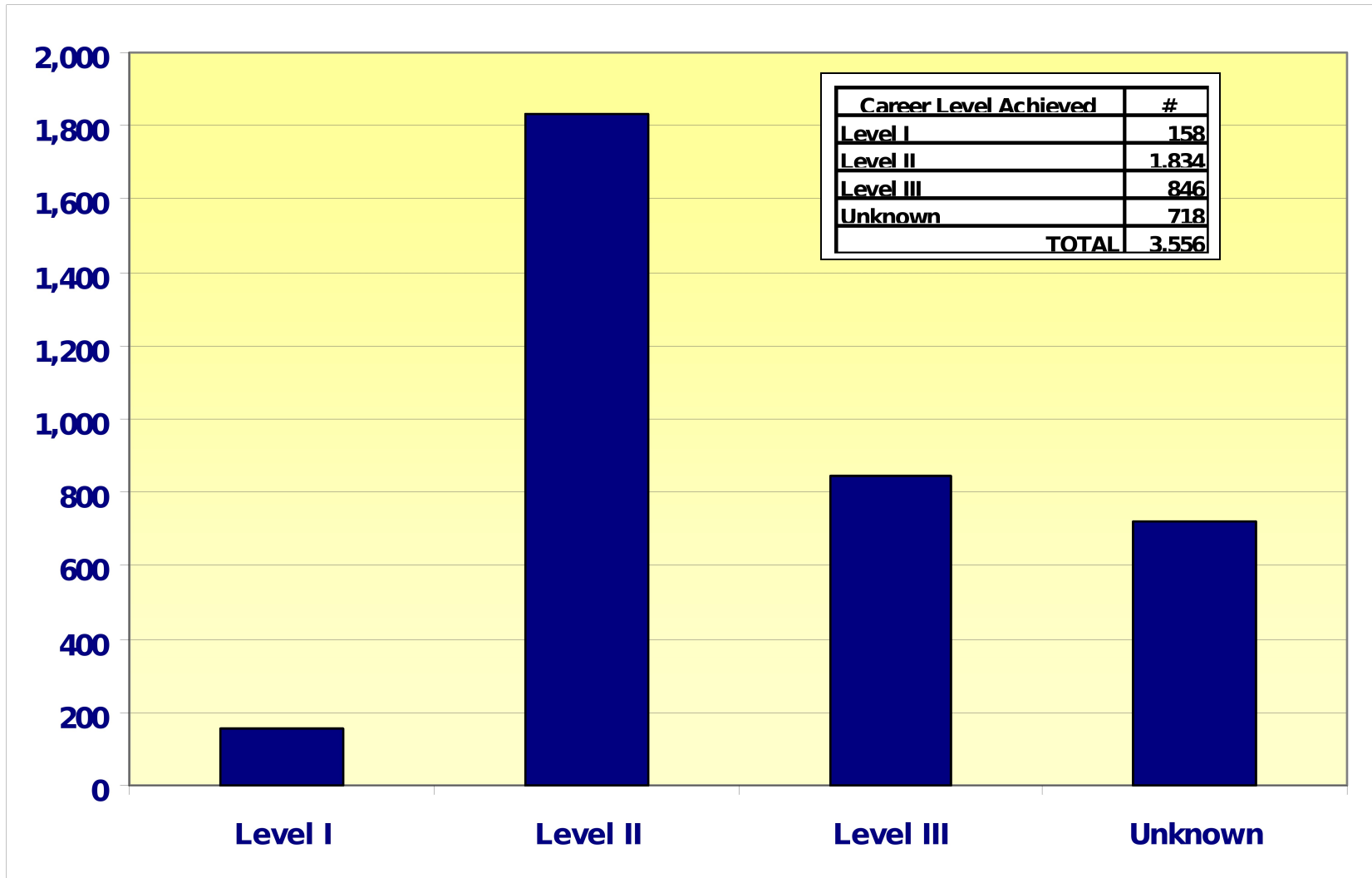
DCAA AT&L Workforce Count by AT&L Career Field (as of September 30, 2007)





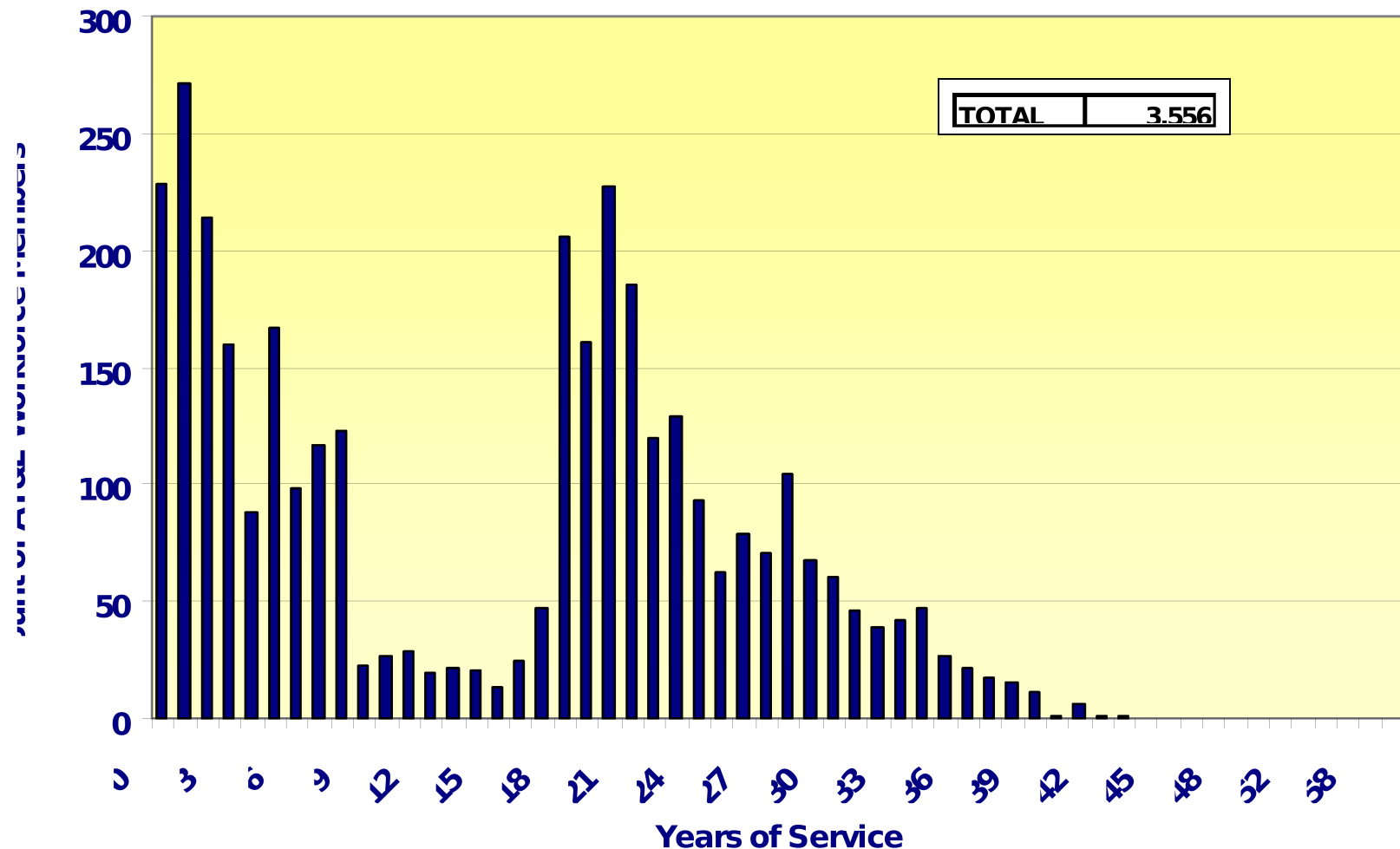
DCAA AT&L Workforce Count by Career Level Achieved

(as of September 30, 2007)





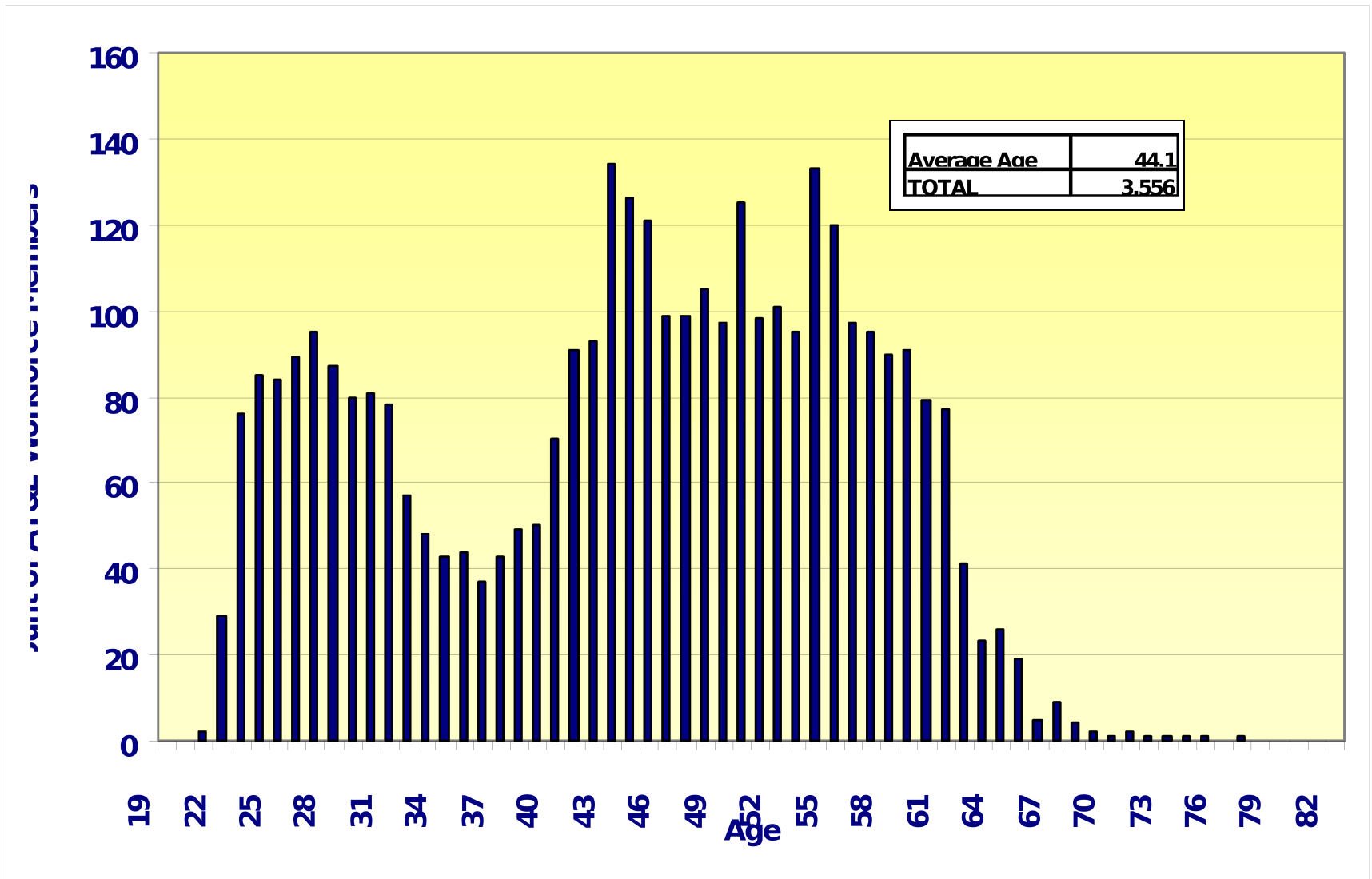
DCAA AT&L Workforce Count by Years of Service (as of September 30, 2007)





DCAA AT&L Workforce Count by Age

(as of September 30, 2007)

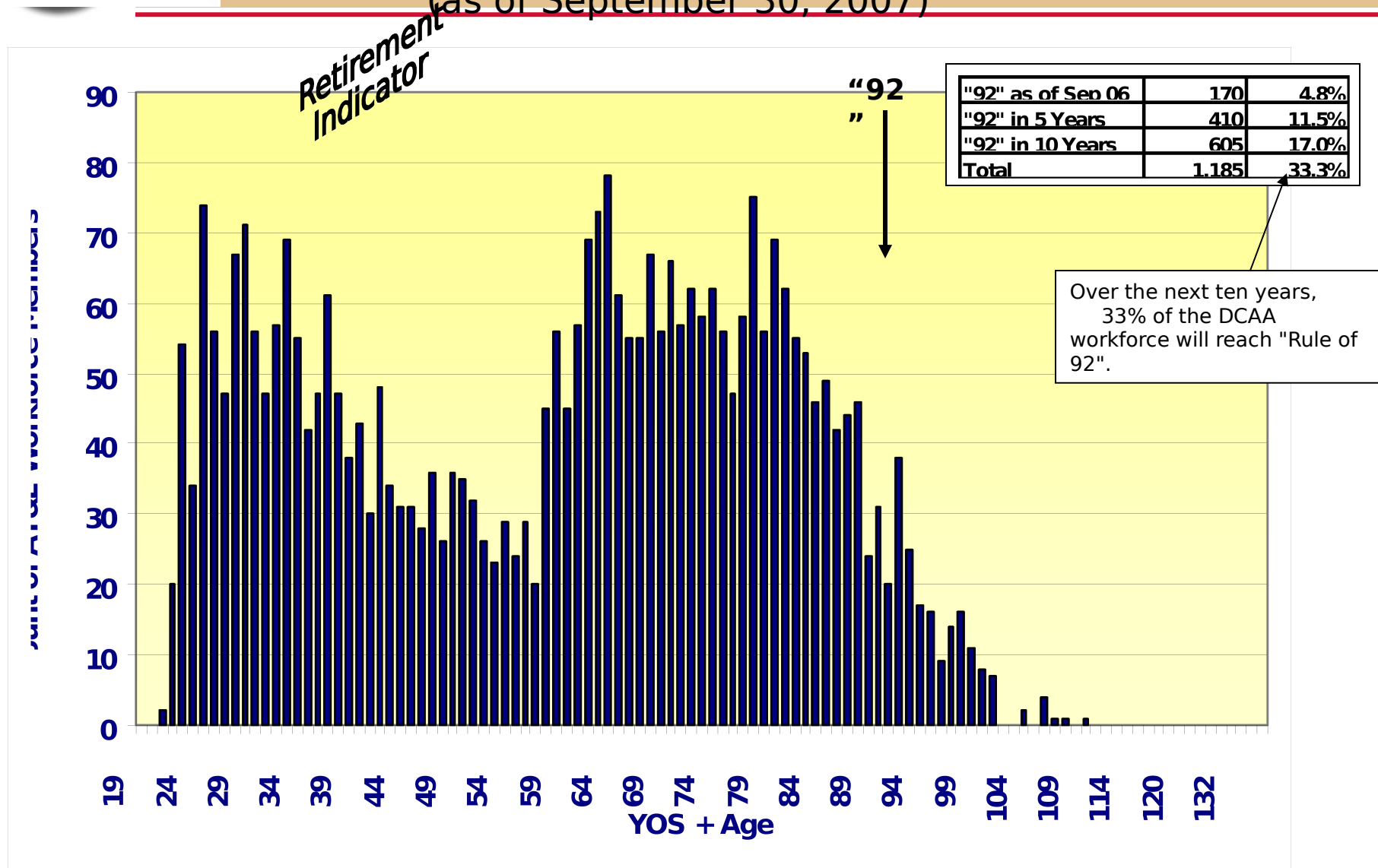




ATI Workforce

Age + YOS

(as of September 30, 2007)

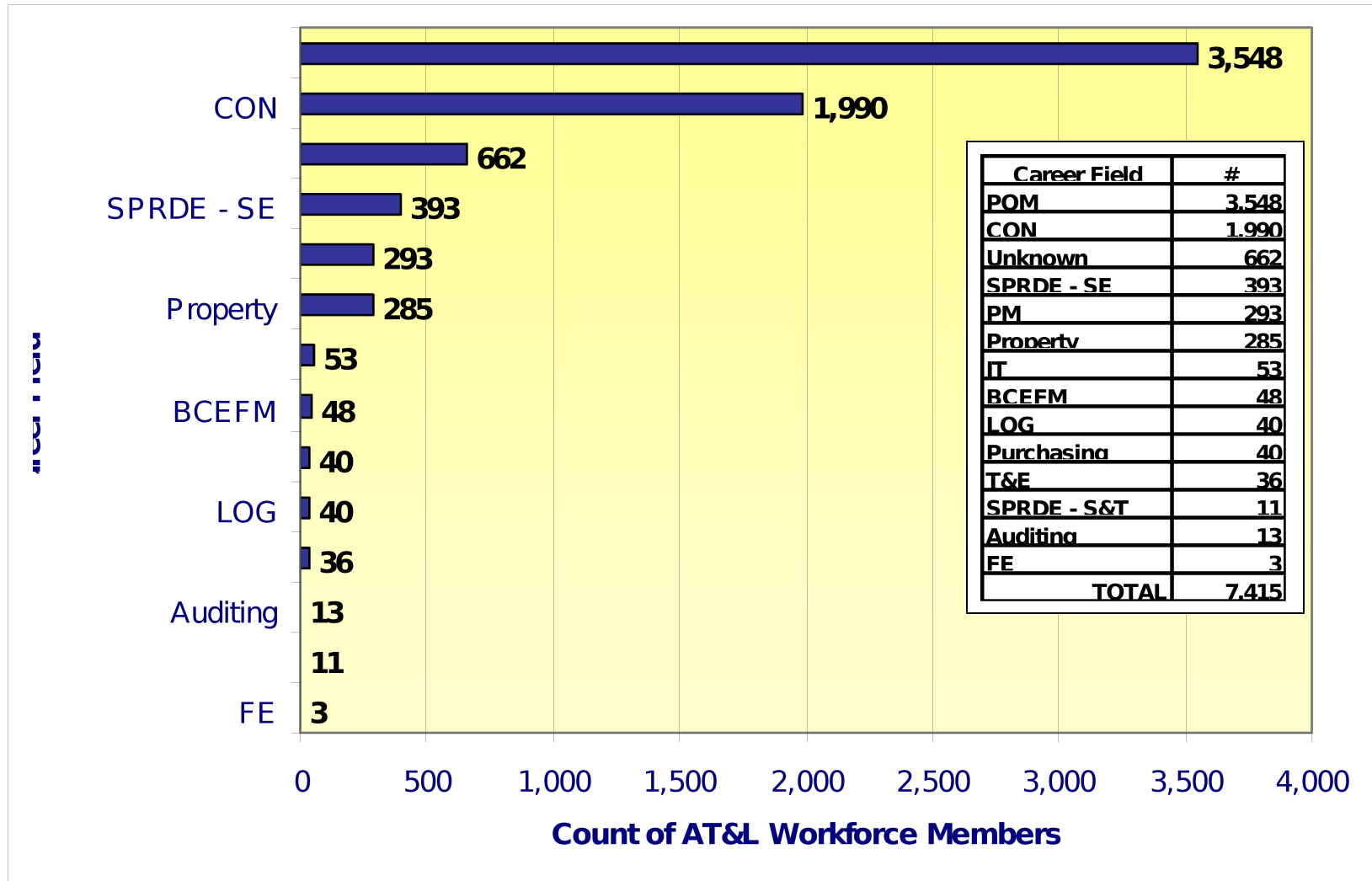




FY07 AT&L Workforce – DCMA Demographics



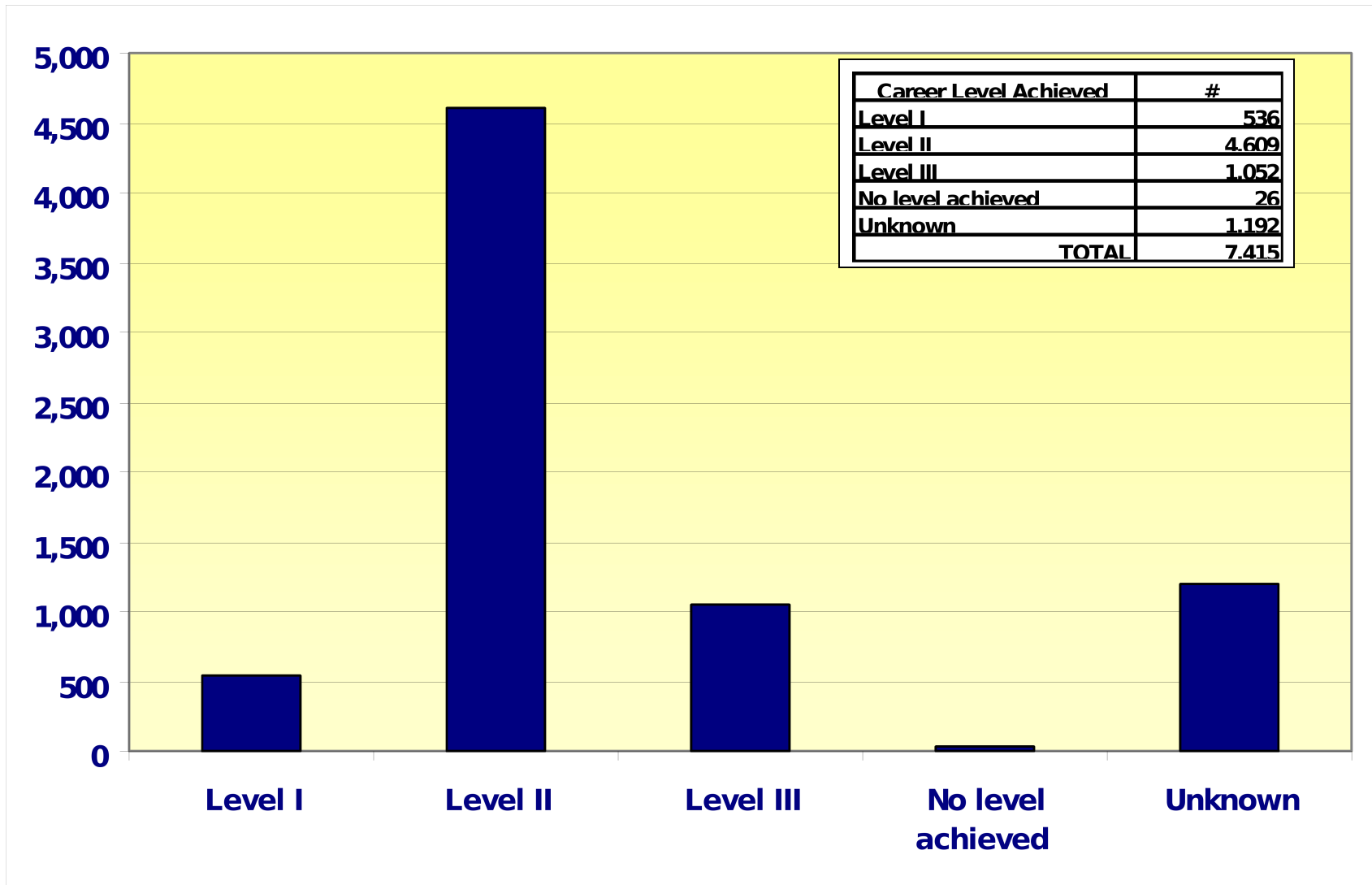
DCMA AT&L Workforce Count by AT&L Career Field (as of September 30, 2007)





DCMA AT&L Workforce Count by Career Level Achieved

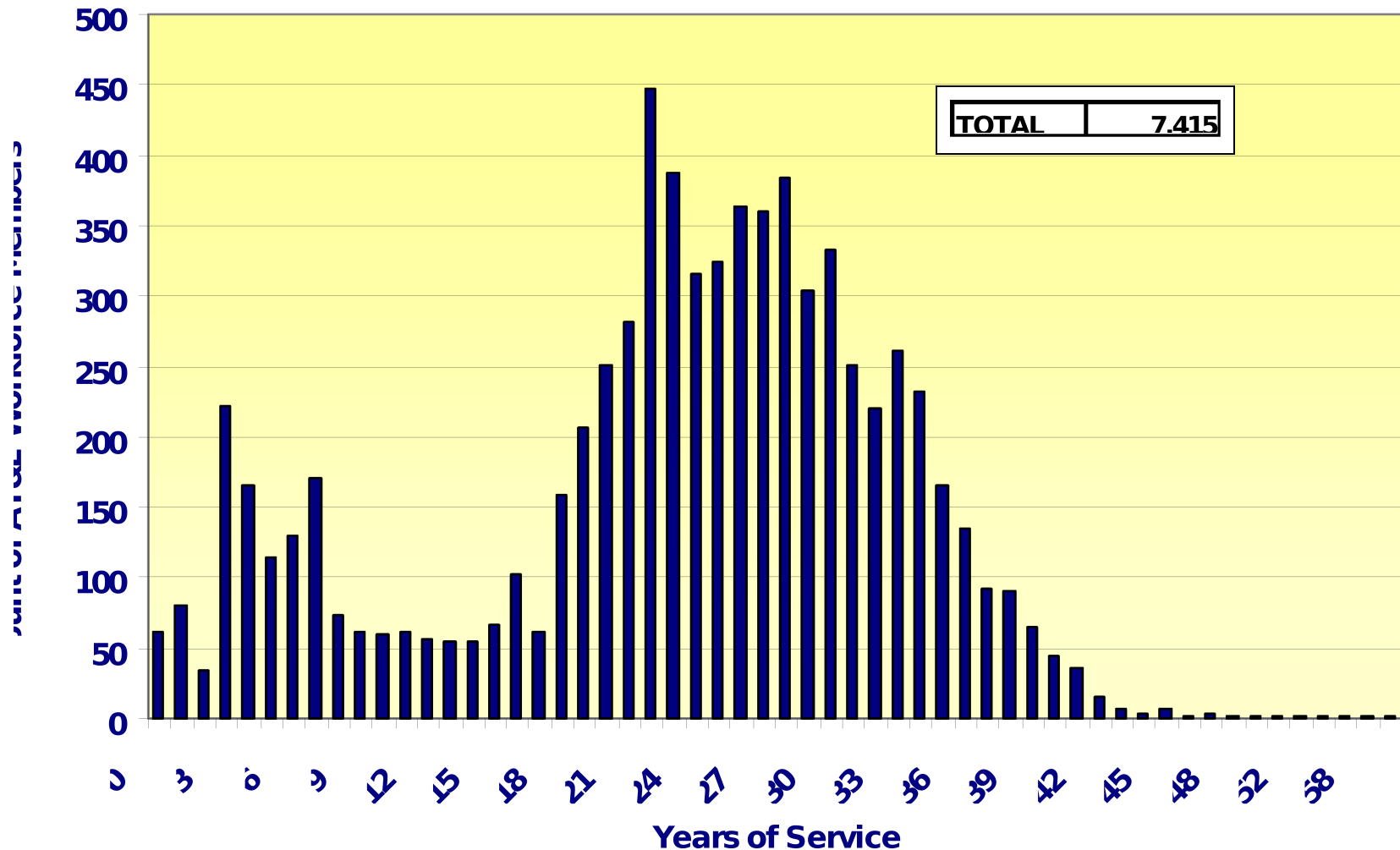
(as of September 30, 2007)





DCMA AT&L Workforce Count by Years of Service

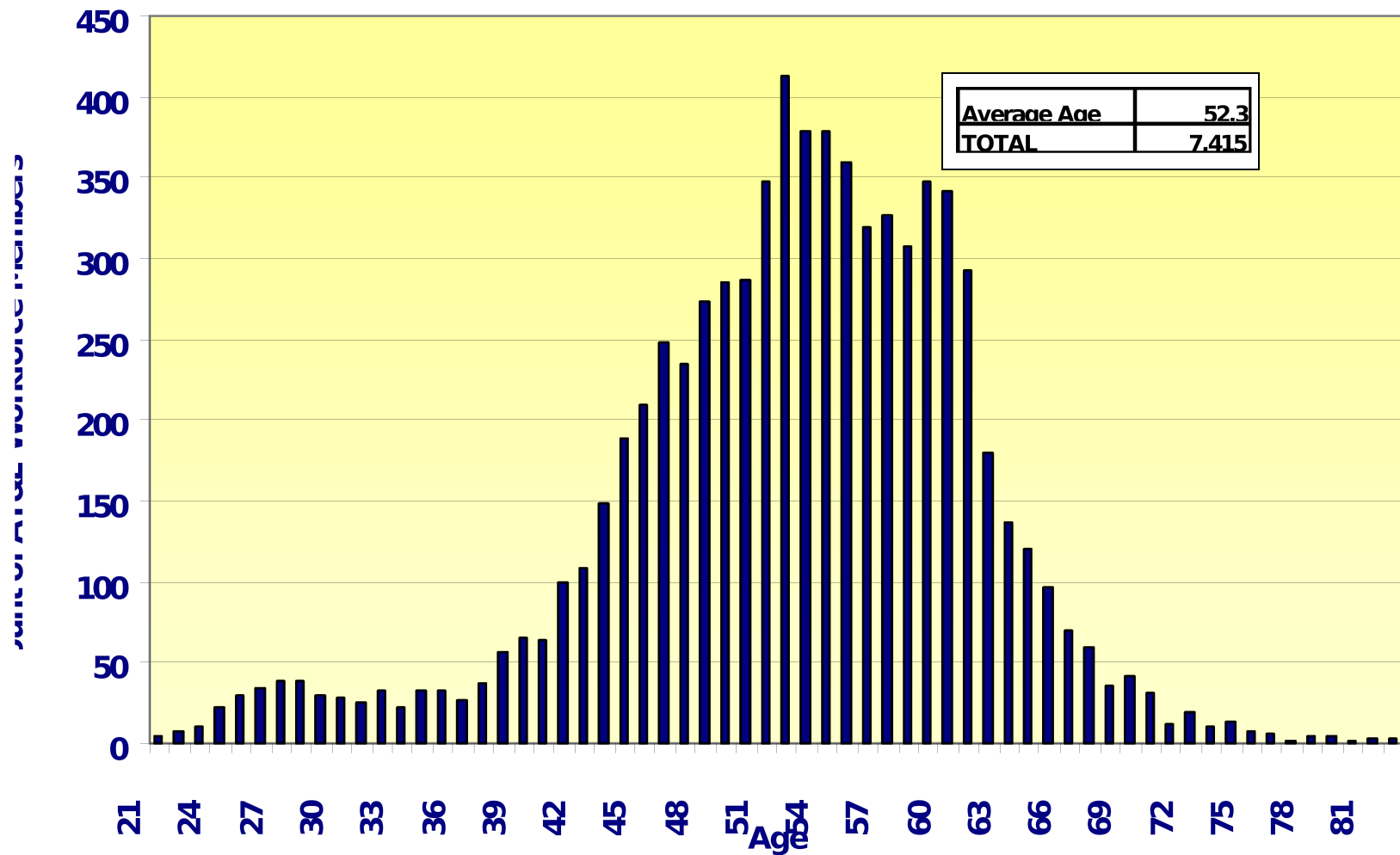
(as of September 30, 2007)





DCMA AT&L Workforce Count by Age

(as of September 30, 2007)



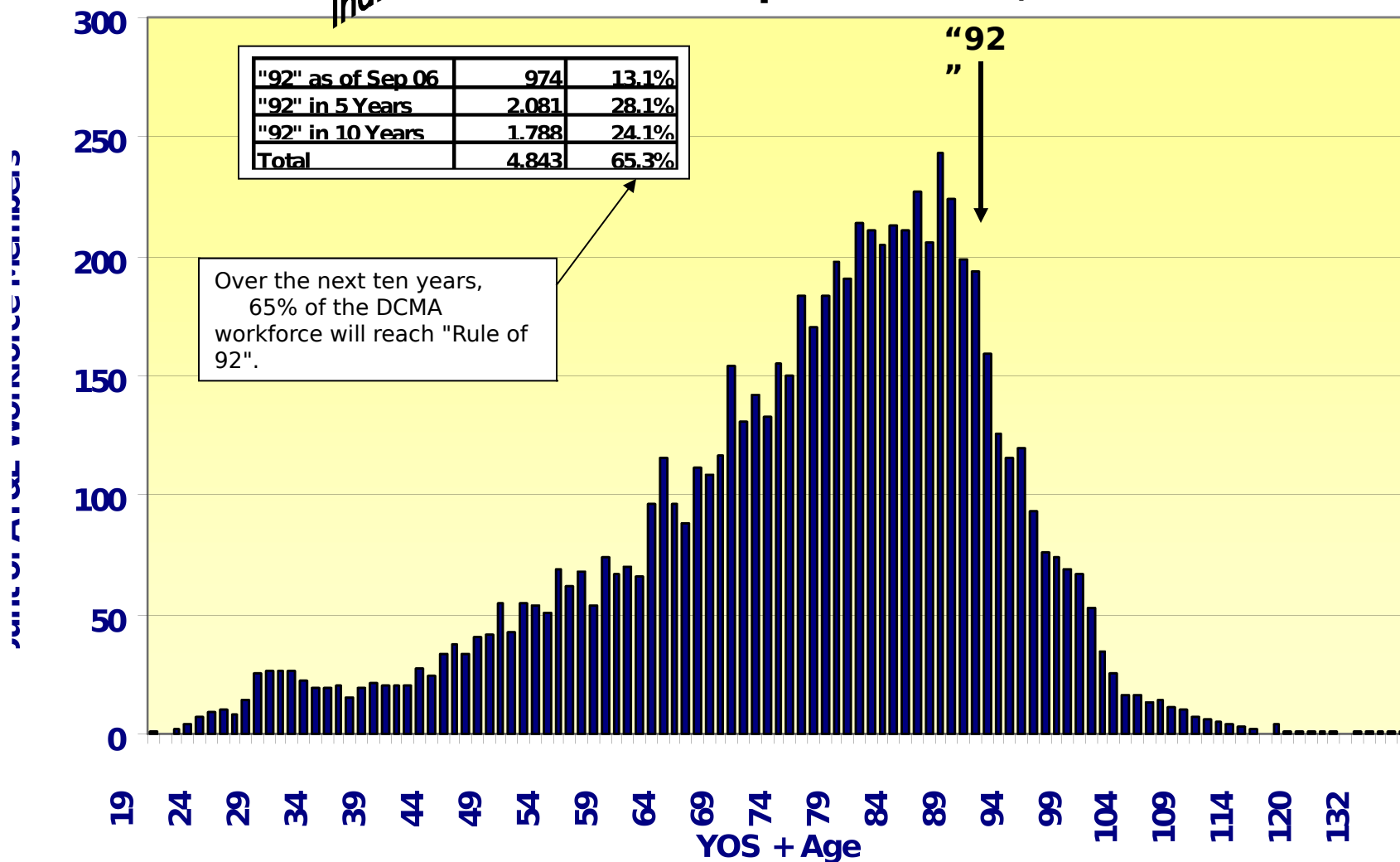


DCMA AT&L Workforce

Age + YOS

*Retirement
Indicator*

(as of September 30, 2007)



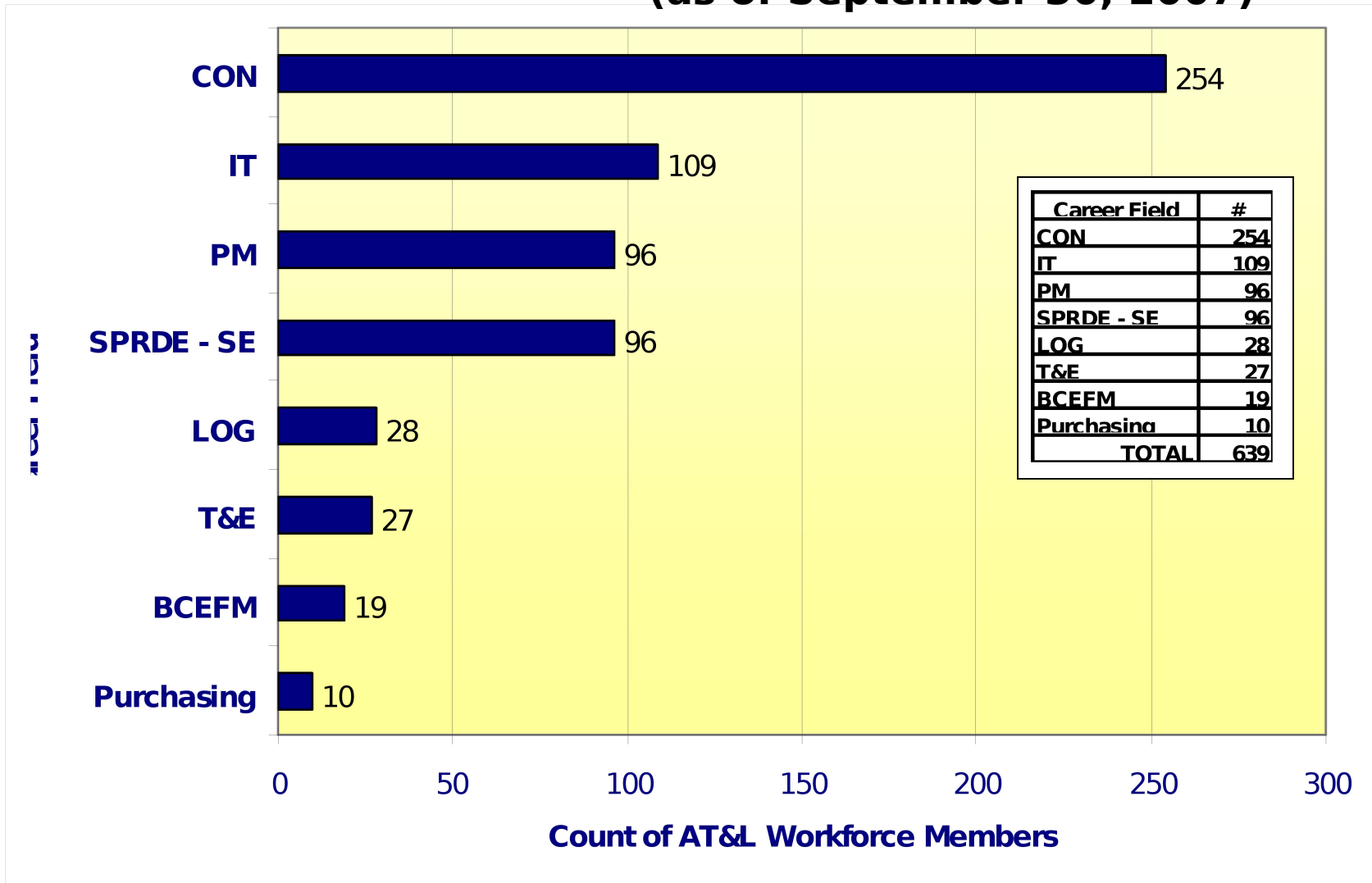


FY07 AT&L Workforce – DISA Demographics



DISA AT&L Workforce Count by AT&L Career Field

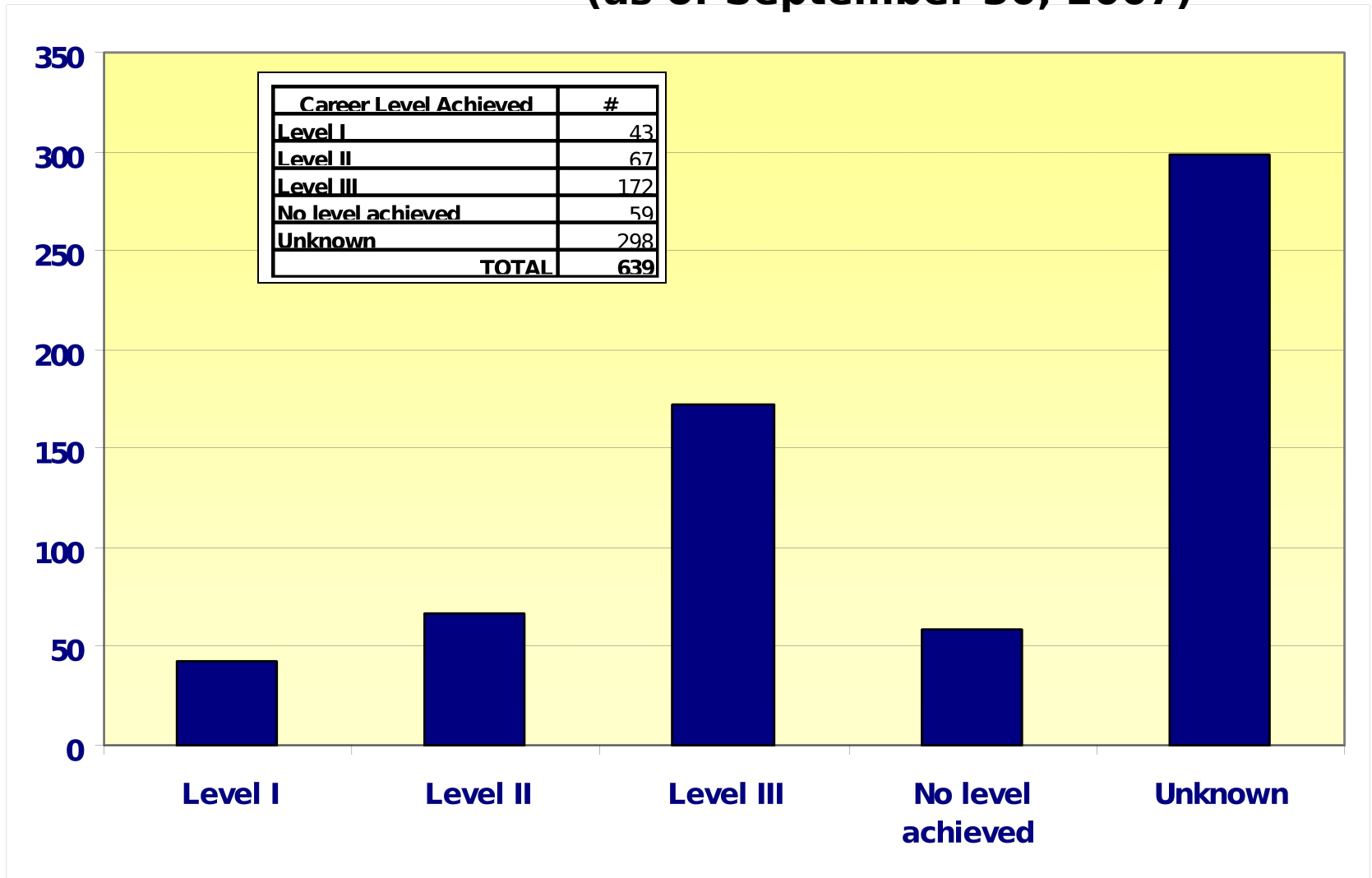
(as of September 30, 2007)





DISA AT&L Workforce Count by Career Level Achieved

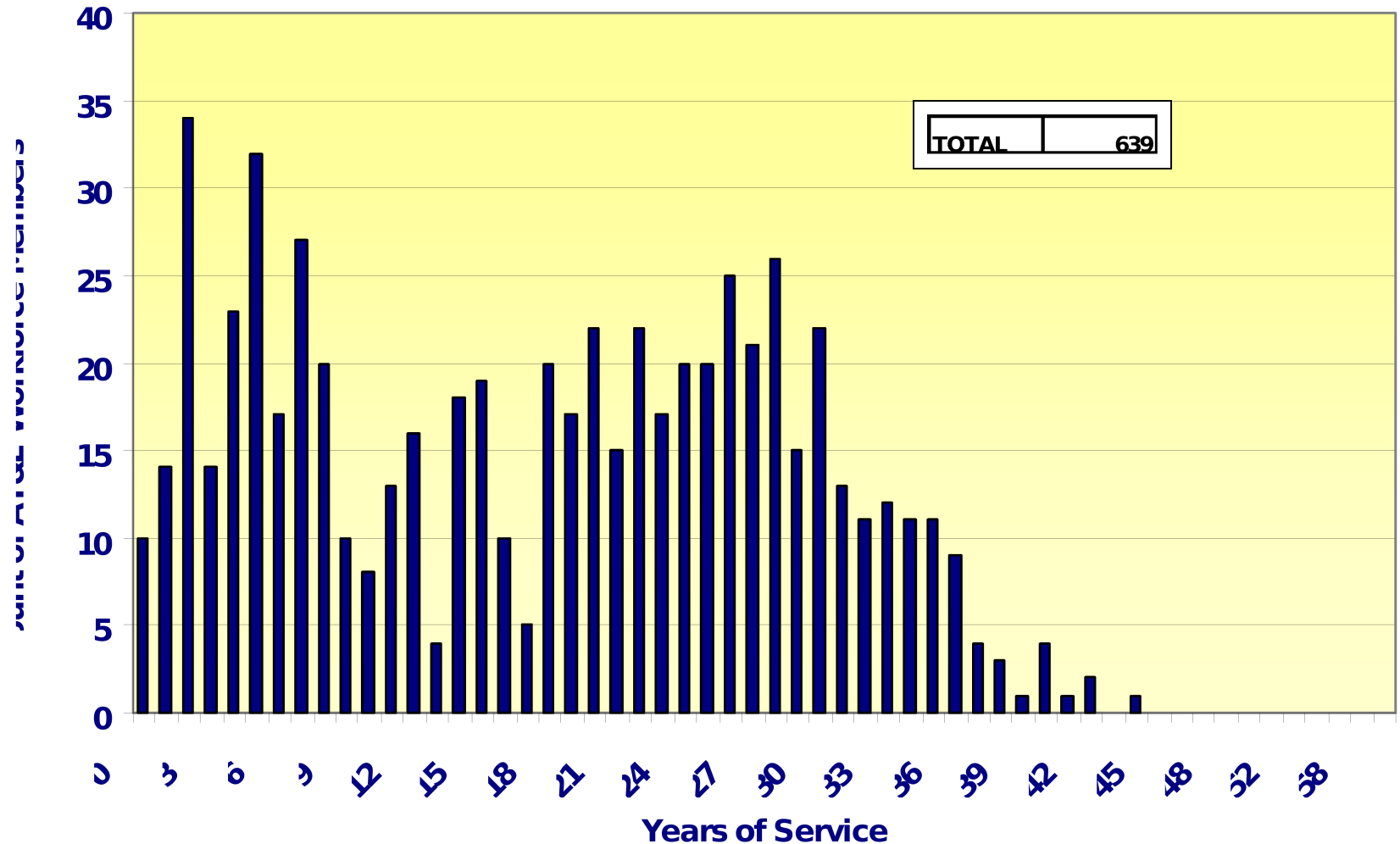
(as of September 30, 2007)





DISA AT&L Workforce Count by Years of Service

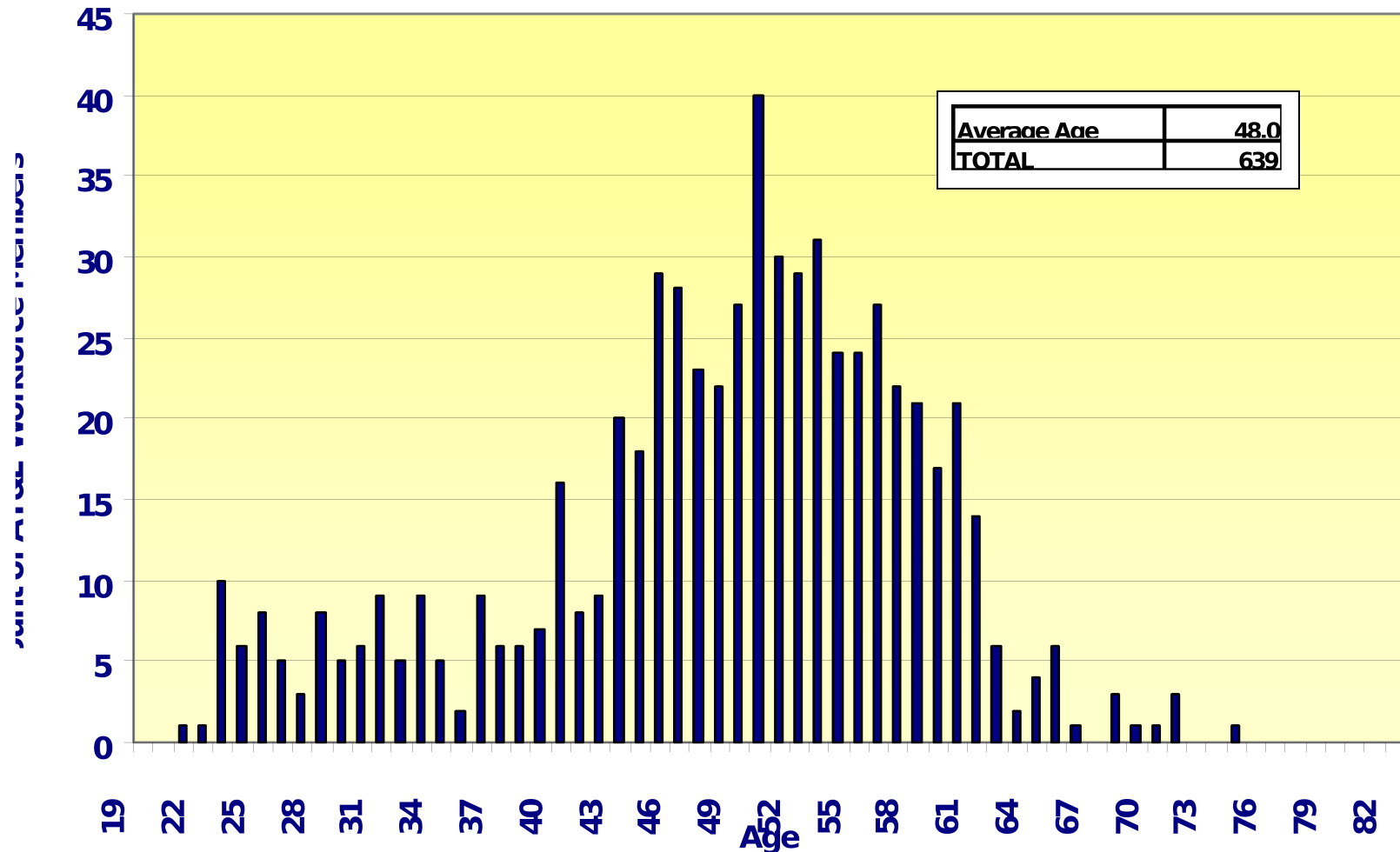
(as of September 30, 2007)





DISA AT&L Workforce Count by Age

(as of September 30, 2007)



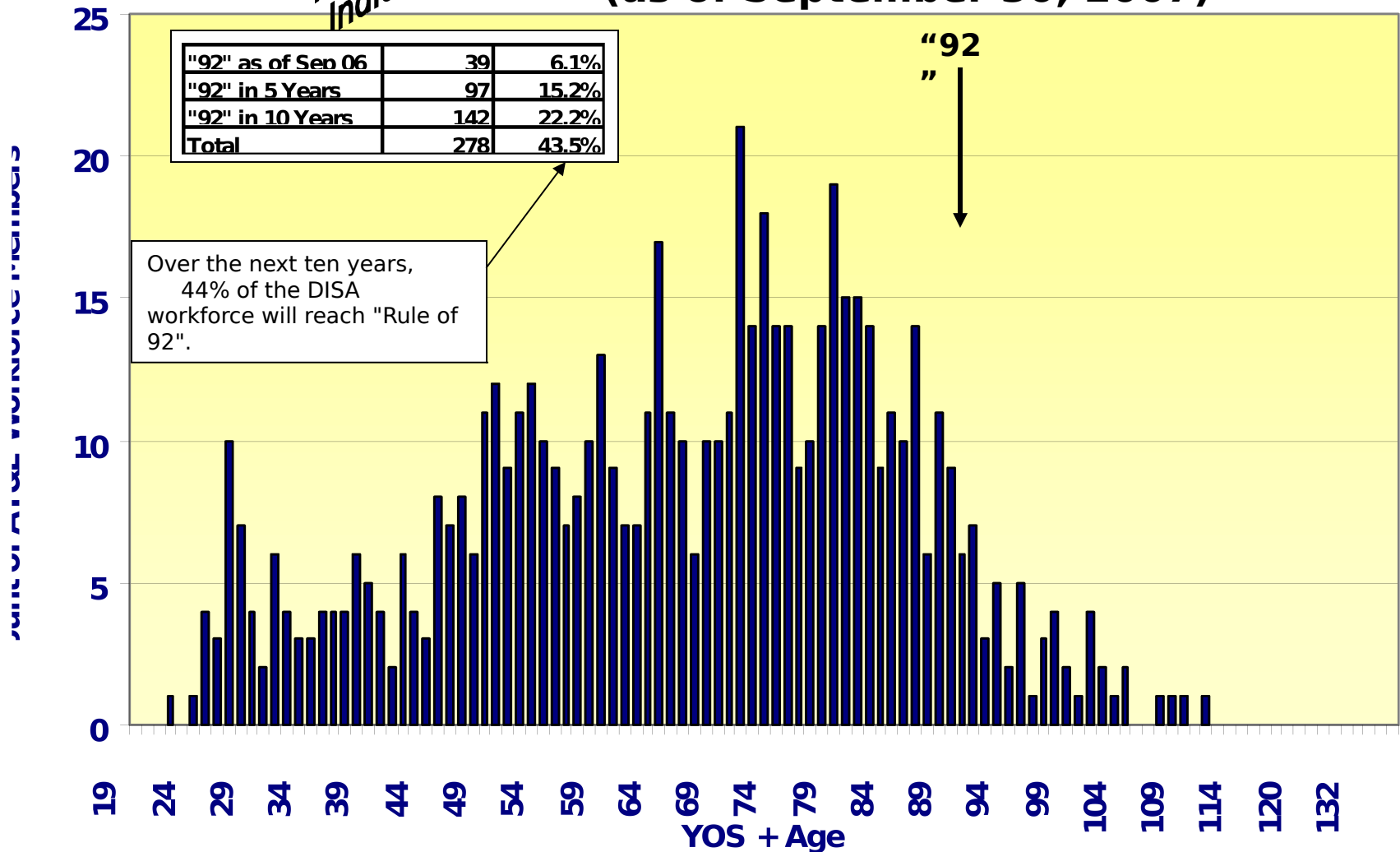


DISA AT&L Workforce

Age + YOS

*Retirement
Indicator*

(as of September 30, 2007)



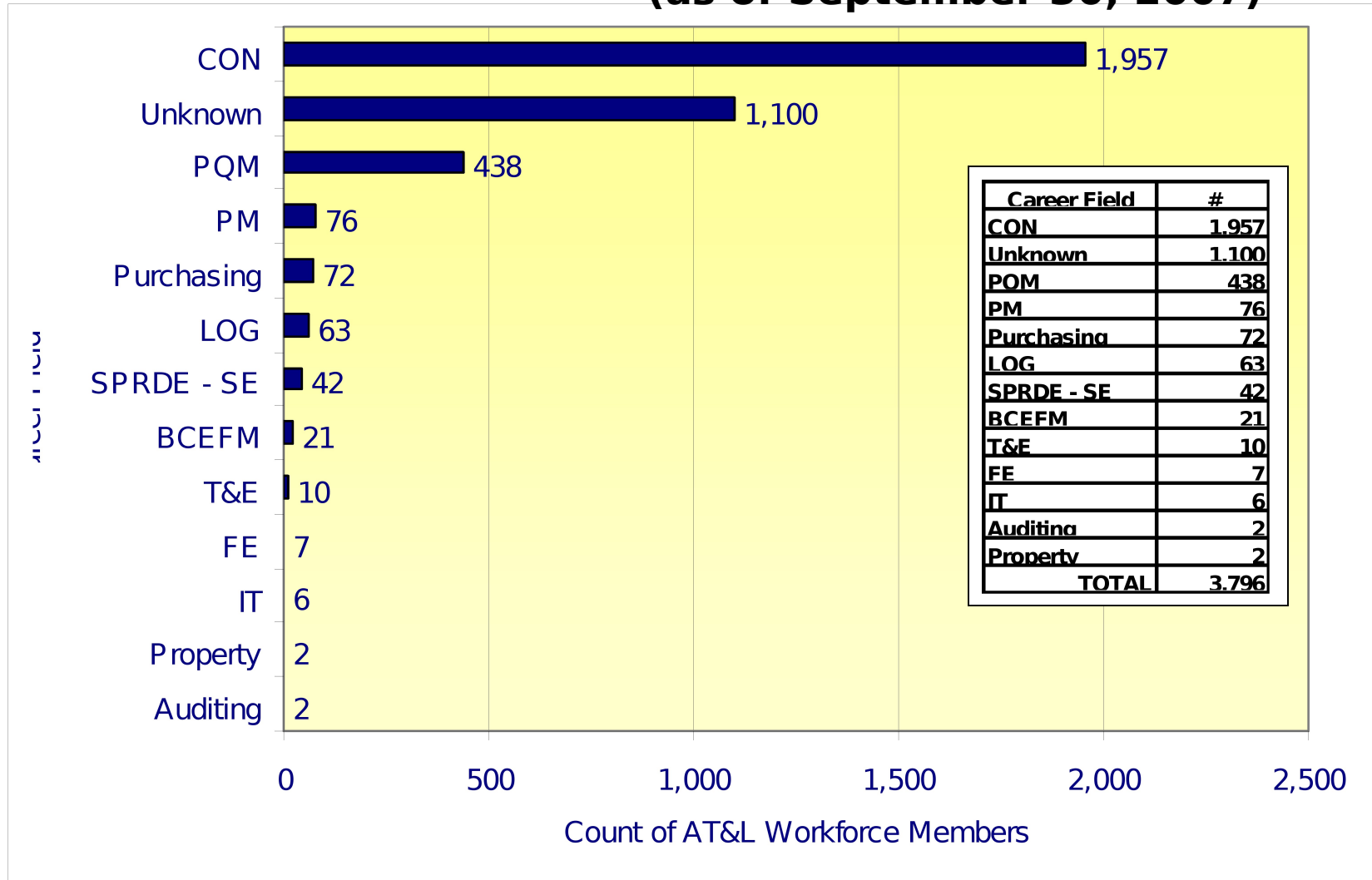


FY07 AT&L Workforce – DLA Demographics



DLA AT&L Workforce Count by AT&L Career Field

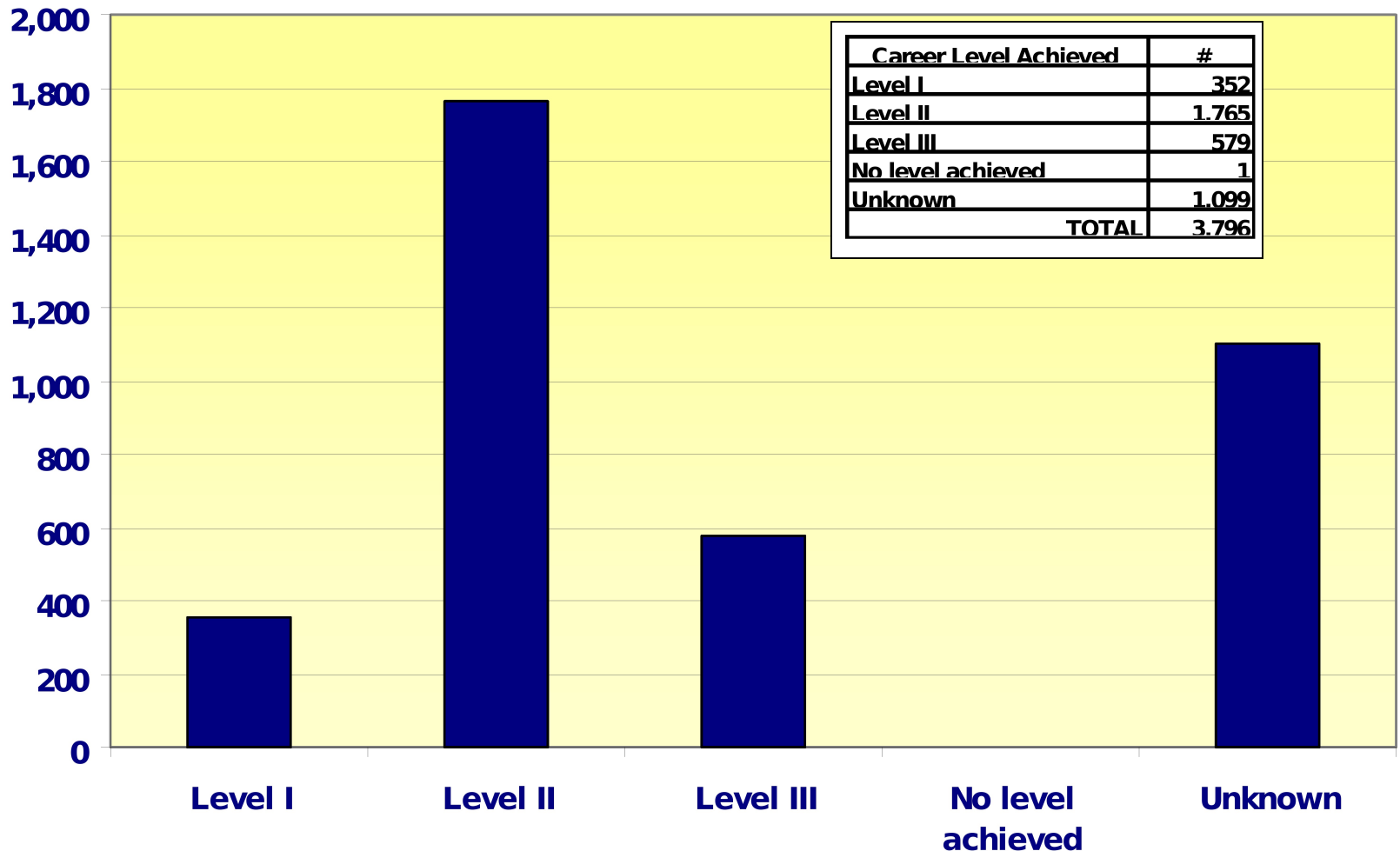
(as of September 30, 2007)





DLA AT&L Workforce Count by Career Level Achieved

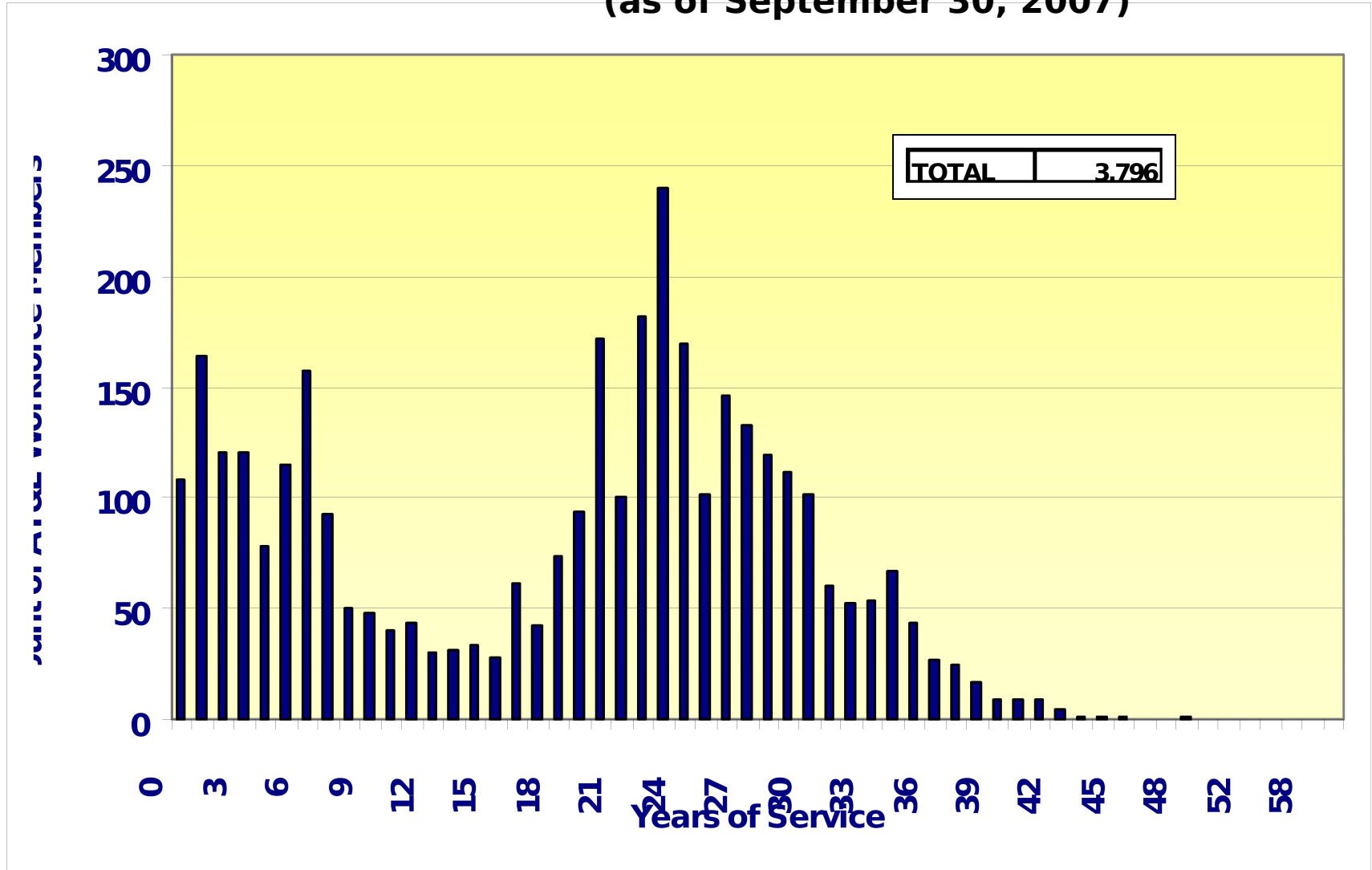
(as of September 30, 2007)





DLA AT&L Workforce Count by Years of Service

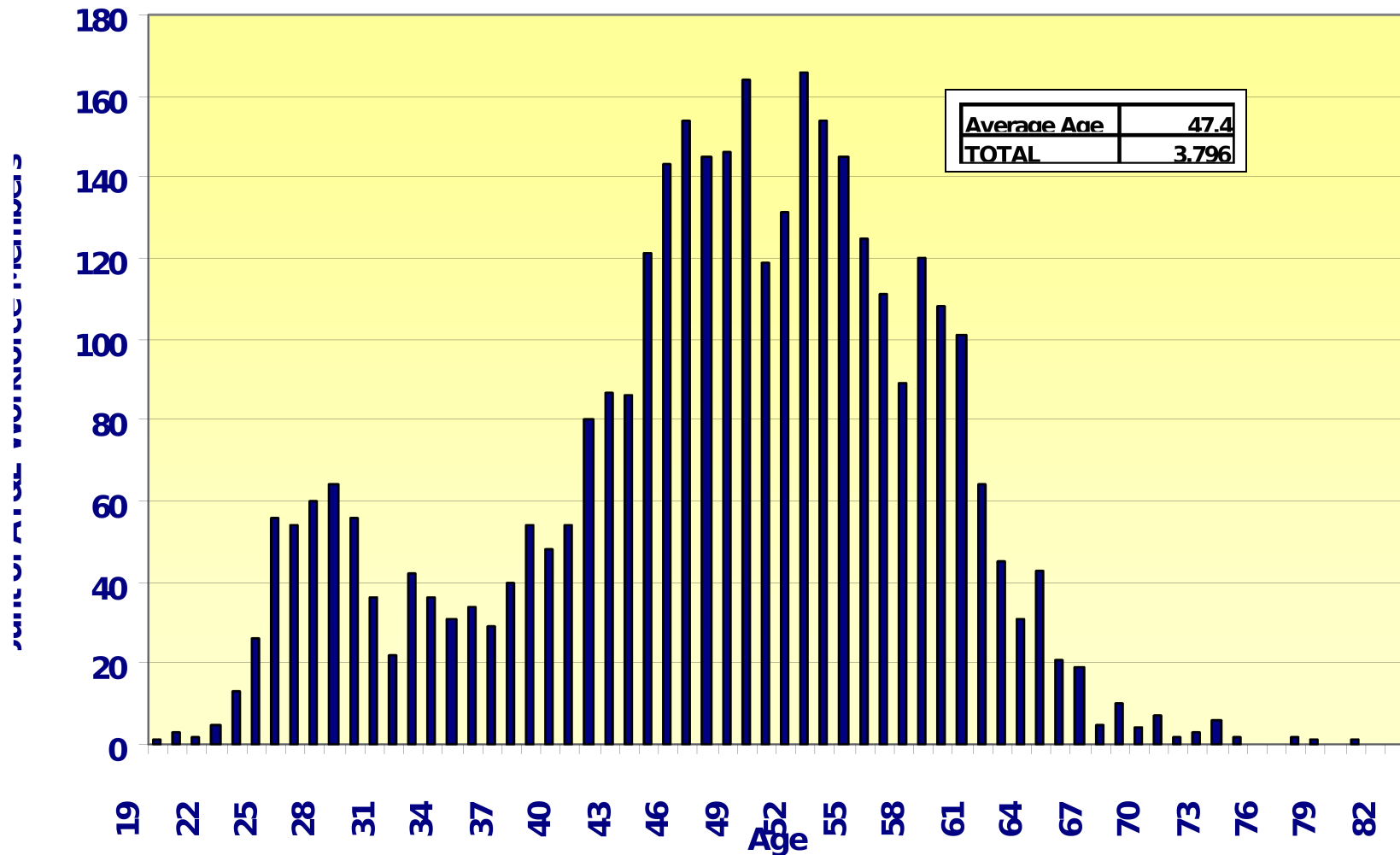
(as of September 30, 2007)





DLA AT&L Workforce Count by Age

(as of September 30, 2007)





DLA AT&L Workforce

Retirement
Indicator

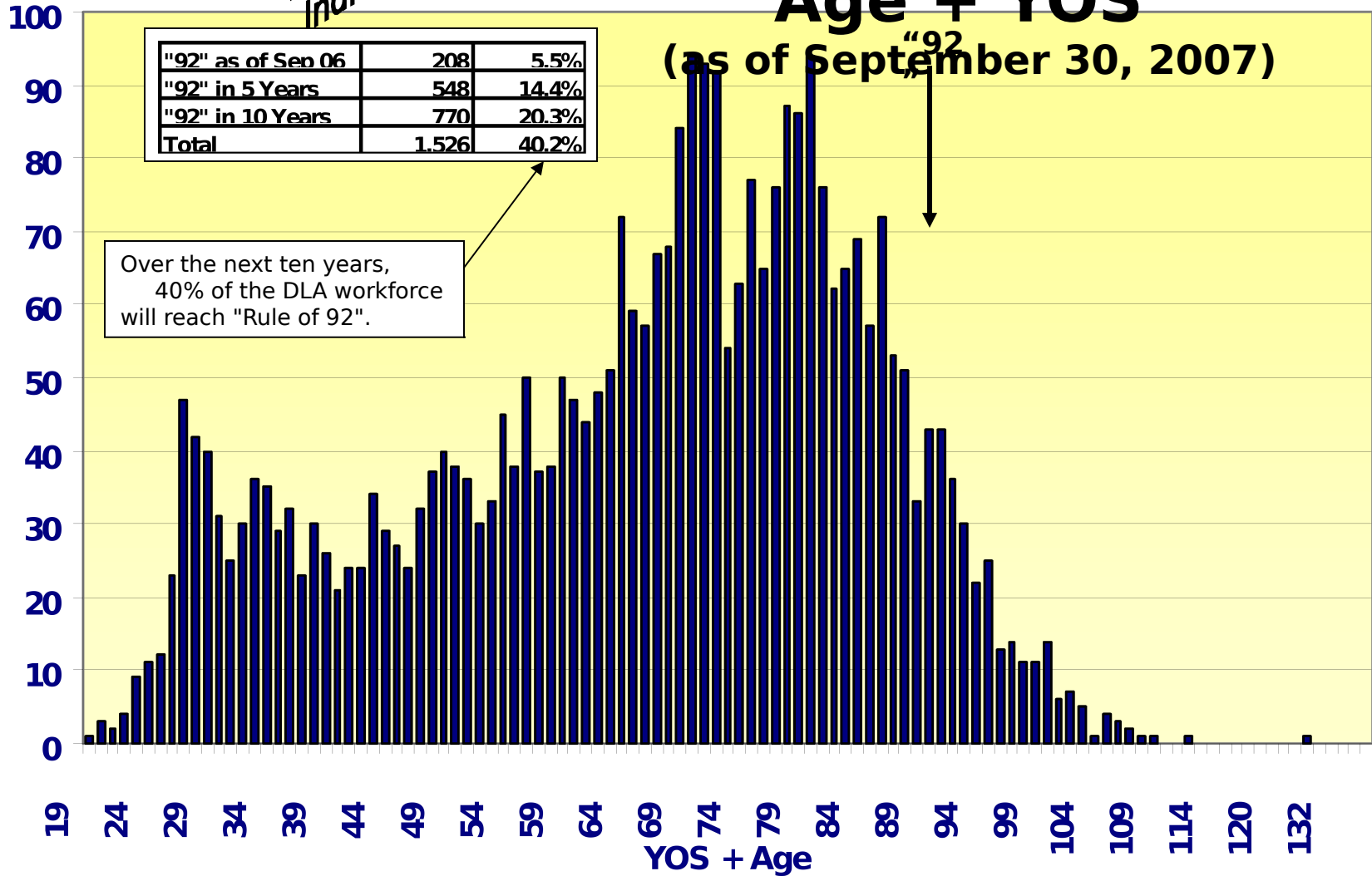
Age + YOS

(as of September 30, 2007)

"92" as of Sep 06	208	5.5%
"92" in 5 Years	548	14.4%
"92" in 10 Years	770	20.3%
Total	1,526	40.2%

Over the next ten years,
40% of the DLA workforce
will reach "Rule of 92".

ANNUAL YOUNG FIDELITY



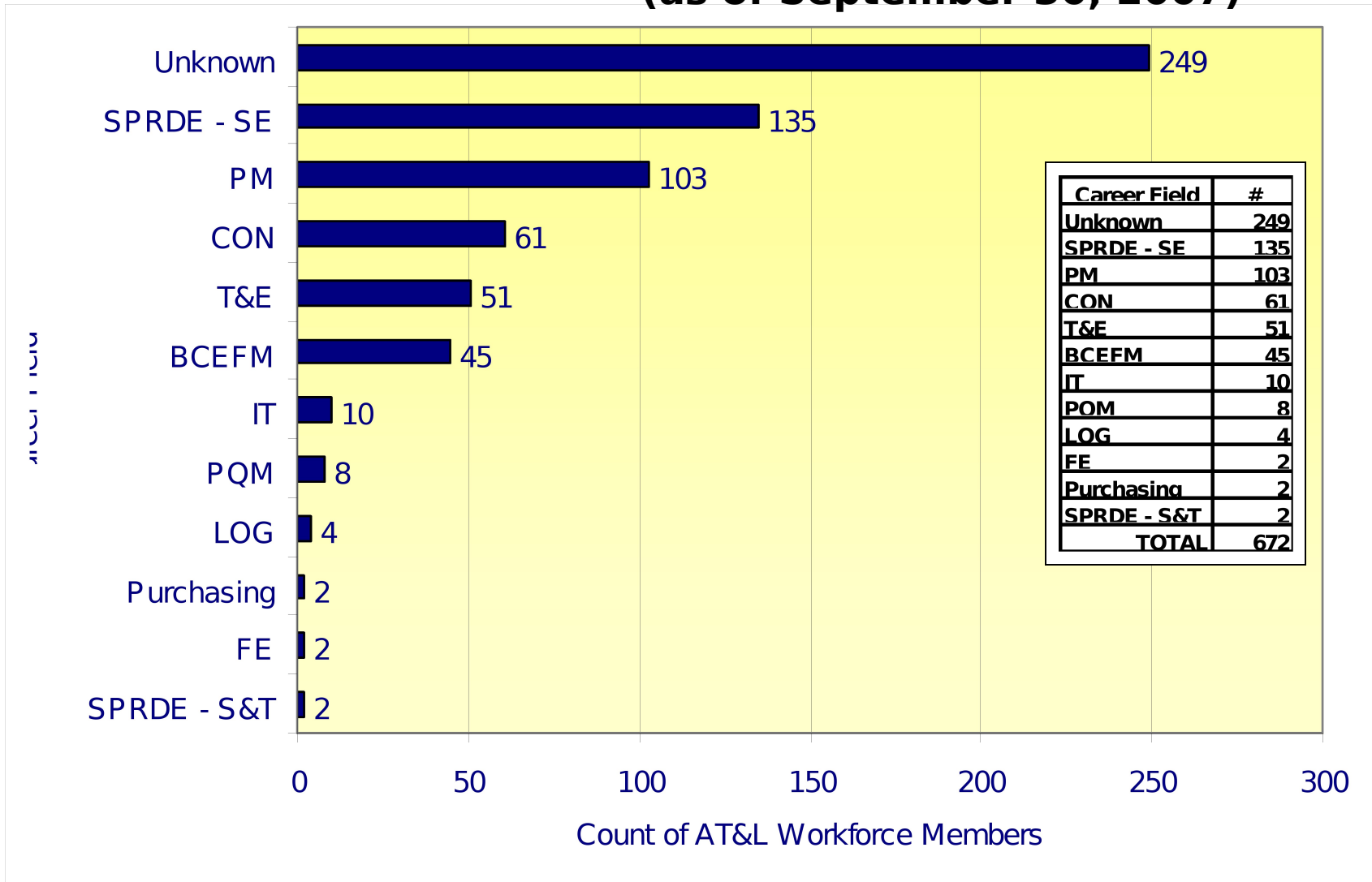


FY07 AT&L Workforce – MDA Demographics



MDA AT&L Workforce Count by AT&L Career Field

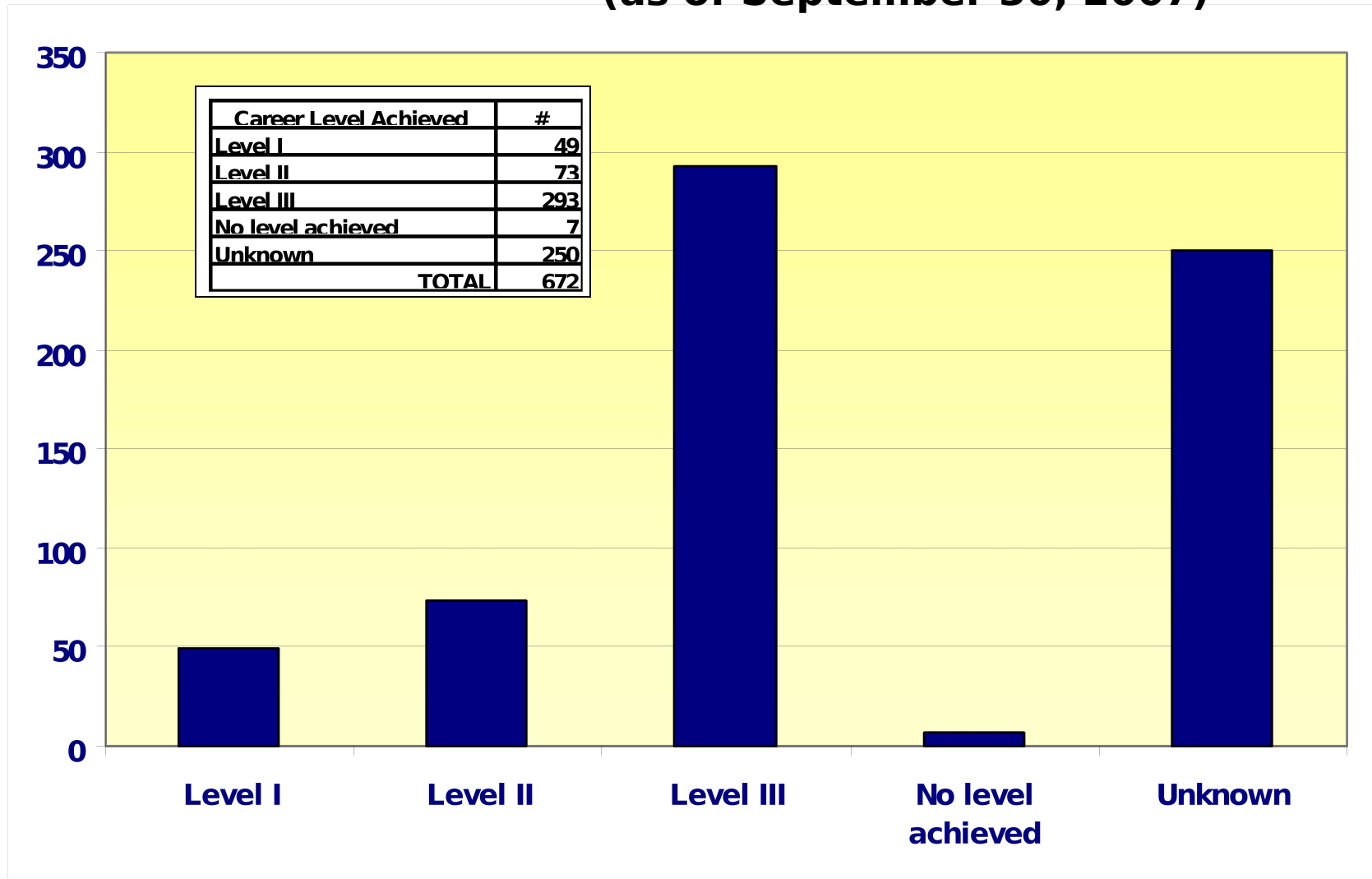
(as of September 30, 2007)





MDA AT&L Workforce Count by Career Level Achieved

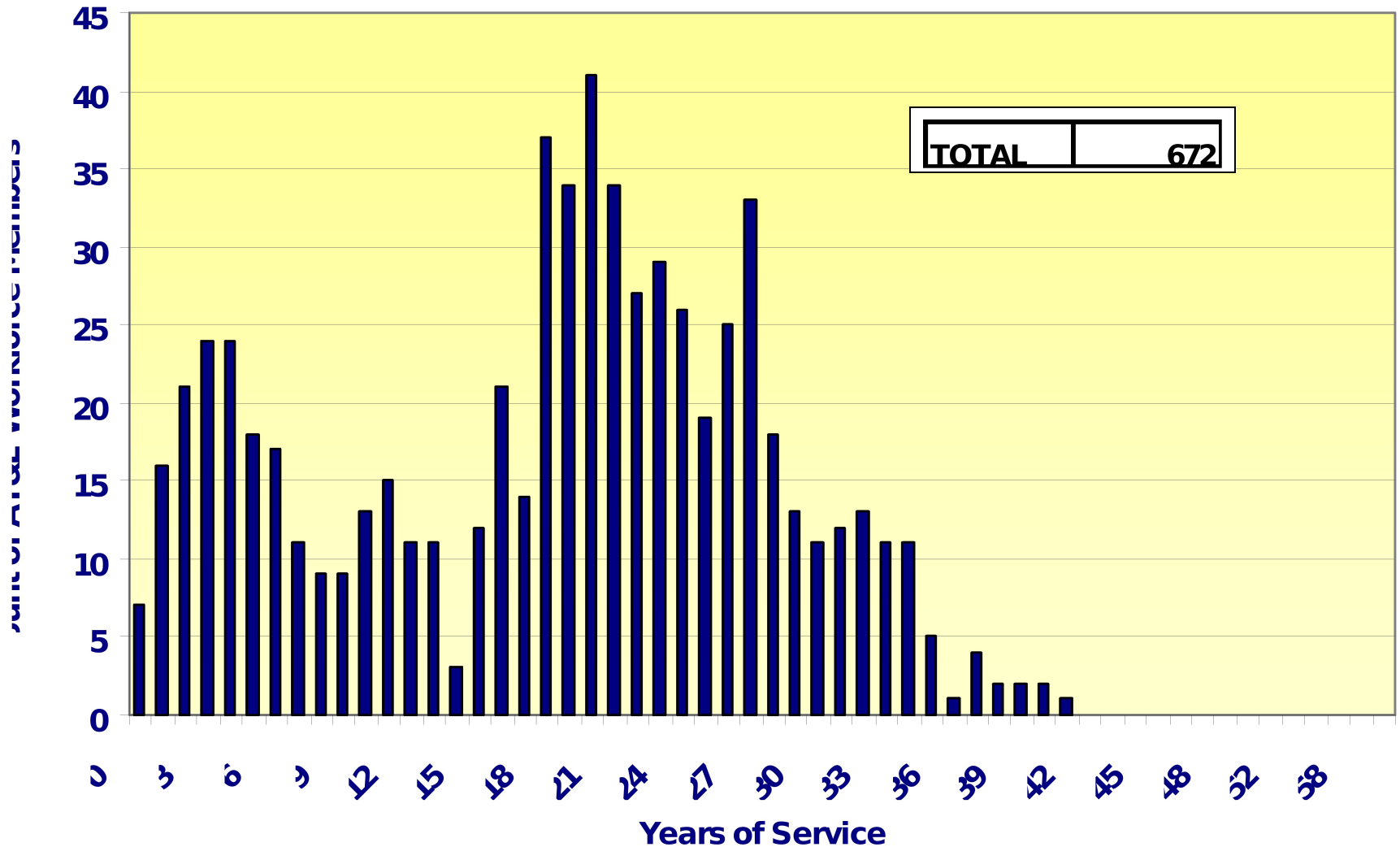
(as of September 30, 2007)





MDA AT&L Workforce Count by Years of Service

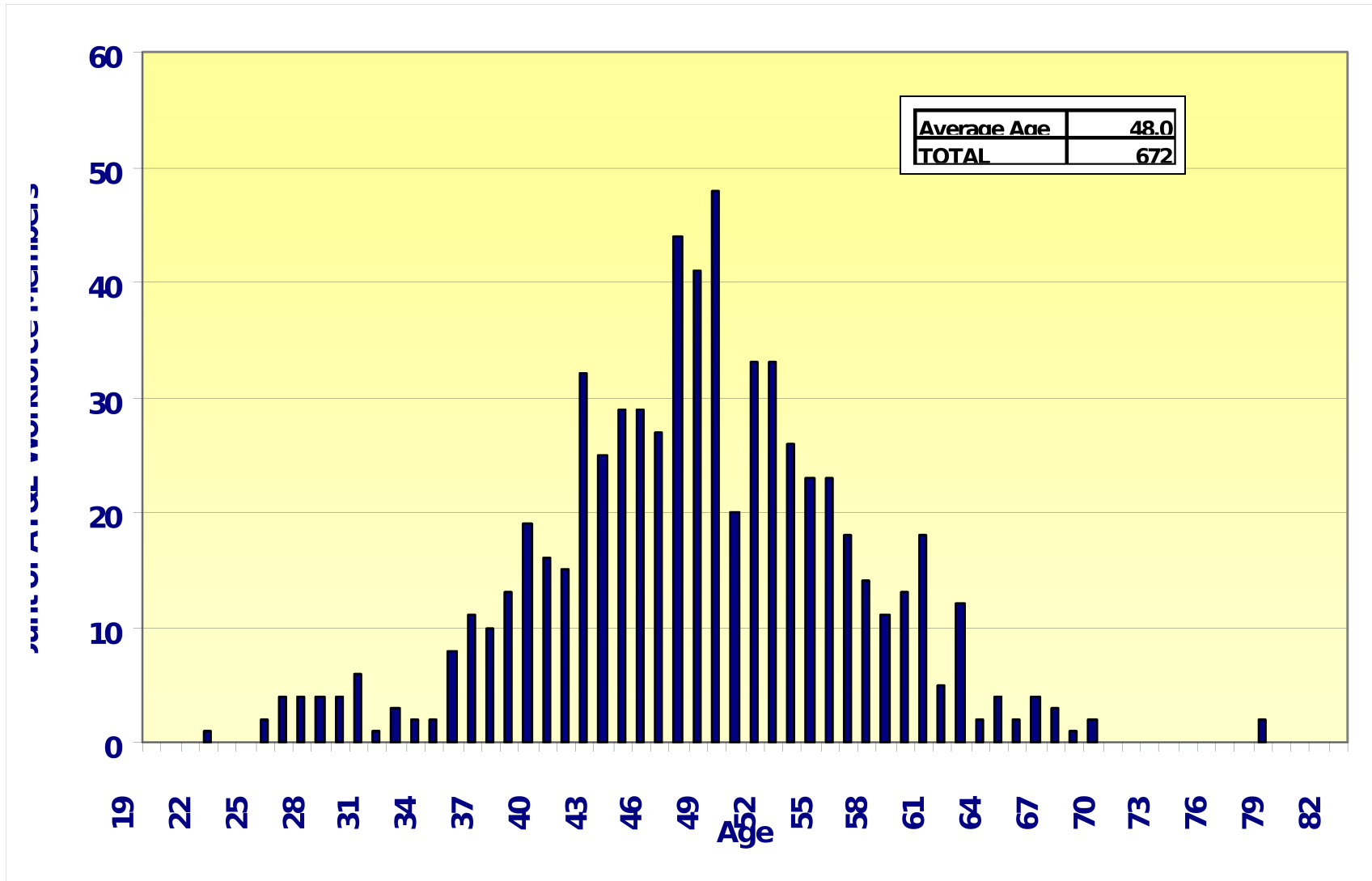
(as of September 30, 2007)





MDA AT&L Workforce Count by Age

(as of September 30, 2007)

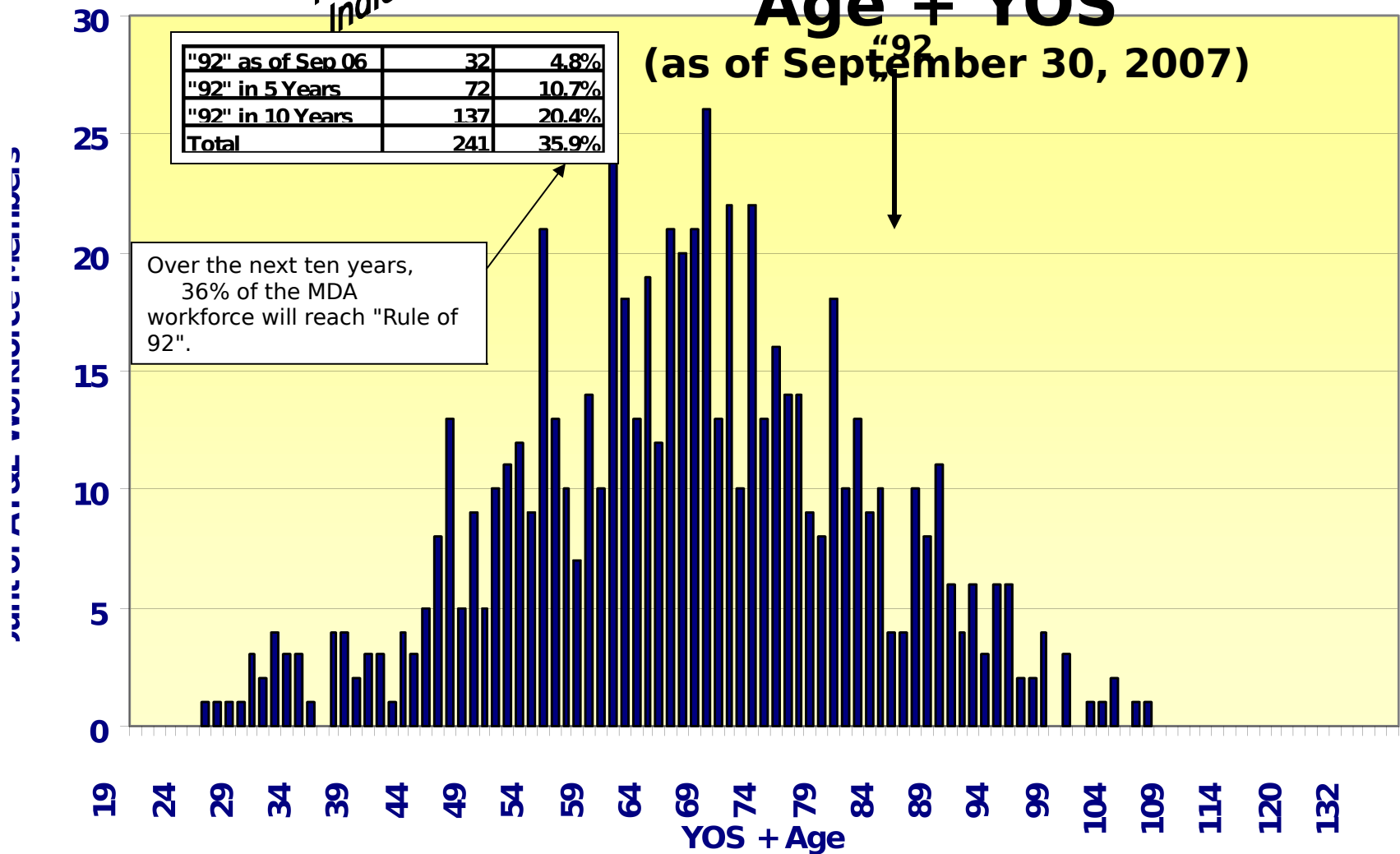




MDA AT&L Workforce

Retirement
Indicator

Age + YOS
(as of September 30, 2007)





OUSD (AT&L) Human Capital Initiative Update

4th Estate Summit
27 Feb 08

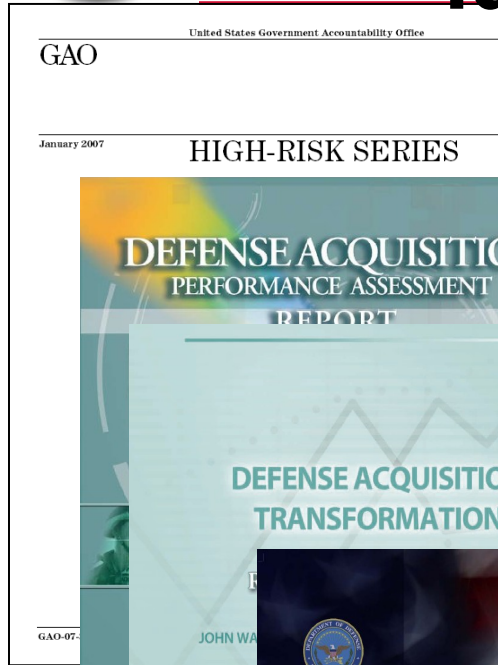


OVERVIEW

- **Congressional Interest Continues**
 - **Legislation/Statutes Update**
- **The Defense Acquisition Workforce (DAW) Development Fund Update**
 - **Sec 851/852 Efforts**
- **AT&L Workforce Human Capital Challenges**
 - **Workforce Composition, Aging Workforce, Competition for Talent, Gaps in Skills & Competencies, Leadership Considerations**
 - **Recruitment And Retention Challenges**
- **On-Going Initiatives**
 - **Human Capital Strategic Plan**
 - **State of Workforce Report**
 - **Comprehensive Workforce Data Analysis Capability**
 - **Aka Data Green**
 - **AT&L Competency Management Program**



Recommendations from multiple sources have been consistent in identifying the reasons why...



GAO - Acquisition System: High Risk since 1990 - need executable programs, investment strategies, and accountability

Defense Acquisition Performance Assessment - need to better integrate systems and processes to improve acquisition outcomes

Section 801 - need to train all the 'big A' workforce - Requirements Certification

Section 804 Defense Acquisition Transformation - reported progress to date

Section 809 Program Manager Empowerment and Accountability to improve acquisition outcomes

Section 814 Defense Acquisition Structures and Capabilities Review - organizational changes alone have not improved acquisition outcomes

Efforts to date have not yet led to improved acquisition outcomes!



These reports have led to a very active Congress - Growth in



DoD AT&L Workforce -- Congressional Interest

Public Laws and Selected Pending Bills

Laws and Pending Bills

Human Capital Plan

FY06 NDAA Sec 1122 Do DoD HCSP
(Issued June 2006)

FY07 NDAA Rpt 109-254 Do STEM Shaping Survey/Report
(in-progress—to be submitted with DoD Civilian HCSP)

FY08 NDAA Sec 802 Do AT&L Section/Part of FY08 DoD HCSP
(Now Section 851 FY08 NDAA/HR4986)

FY08 Def Appro Rpt 110-279 Do AT&L HCSP (Report w/i 90 da
(in-progress; submit as part of March 2008 HCSP update)

FY08 HR1362 Sec 203 & S680 Sec 101 OFPP WF Study/Define
(Now Section 855 FY08 NDAA/HR4986)

Size & Composition

FY06 Sec 343 Performance of Certain Work by Govt
(USD ATL policy memo July 2007; repealed/replaced in FY08 NDAA, Sec

FY08 HR1585 Sec 806 DoD estab appropriate acq workforce s
(Now Sec 851 FY08 NDAA/HR4986)

FY08 HR1585 Sec 825 OFPP Study of workforce functions, co
(Now Sec 855 FY08 NDAA/HR4986)

Ethics

FY07 NDAA Sec 813 Establish Panel on Contracting Integrity
(First report delivered, including workforce section, Jan 2008)



DoD AT&L Workforce -- Congressional Interest

Public Laws and Selected Pending Bills

Laws and Pending Bills

Qualified Workforce

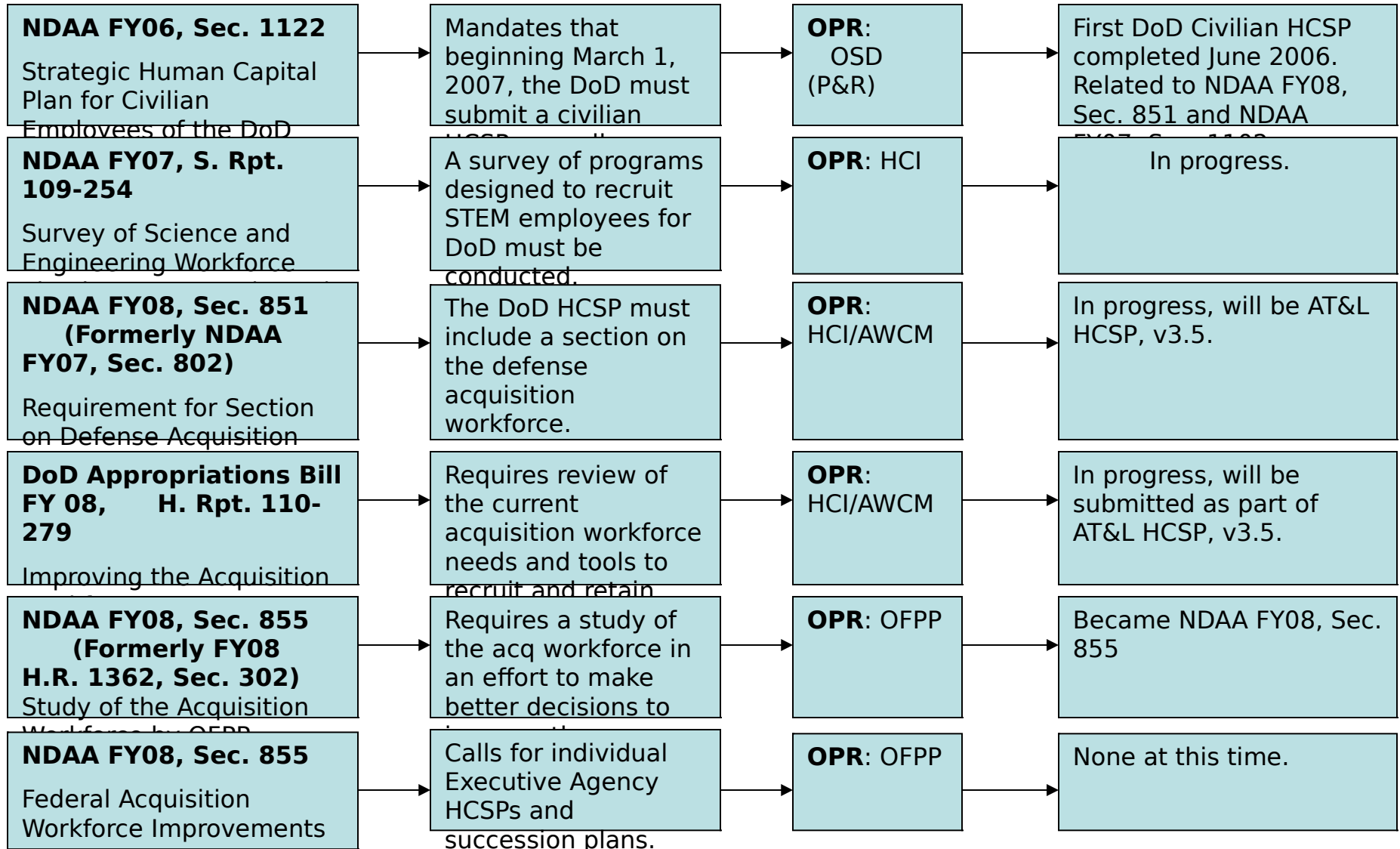
- **FY06 NDAA Sec 814 Review of Def Acq Structures & Capabilities**
(Report submitted to Congress June 2007)
- **FY06 NDAA Sec 821 Enables DoD use of SARA Training Fund**
Funding used to support DoD acquisition workforce needs)
- **FY06 NDAA Sec 1104 Makes permanent SMART Education Program**
- **FY07 NDAA Sec 801 Requirements Training**
(update report provided to Congress; training deployment in-progress)
- **FY07 NDAA Sec 820 Performance of Critical Acq Functions (w/I 5**
(in-progress; report to Congress in signature/review process)
- **FY07 NDAA Sec 853 Program Manager Empowerment/Accountability**
(Report to Congress Oct 2007)
- **FY07 NDAA Sec 1102 Improve DoD senior mgt, funct, technical v**
(DoD Civilian HCSP June 2006)
- **FY08 HR1362 Sec 204/HR1585 Sec 802 Repeal SARA fund sunset**
(Sec 854 FY08 NDAA/HR4986 would repeal sunset provision; make fund per
- **FY08 S680 Sec 101 OFPP establish intern program**
(Did not survive in Sec 855 of FY08 NDAA/Conf)

Recruiting & Retention

- **FY08 NDAA S1547 Sec 844 DoD estab Acq Workforce Development**
(now Section 852 in FY08 NDAA/Conference version; planning in progress)
- **FY08 NDAA HR1585 Sec 815 Extends auth to fill critical acq posit**
(now Section 853 in FY08 NDAA/HR4986/does not apply to DoD/fix in-progre
- **FY08 NDAA HR1585 Sec 661 Modifies payback of mil PM retentio**
(now Section 661 in FY08 NDAA/HR4986)



Human Capital Plan





Qualified Workforce

NDAA FY06, Sec. 814 Review of Defense Acquisition Structures and Capabilities	DAU must conduct a review of the acquisition structures and capabilities of the DoD.	OPR: HCI	Action Completed, report Available.
NDAA FY06, Sec. 821 Participation by DoD in Acquisition Workforce Training Fund (SAPA)	No action required.	OPR: DAU/PRM	N/A
NDAA FY06, Sec. 1104 Permanent Extension of Science, Mathematics, and Research for Transformation (SMART) Defense Education	No action required.	OPR: DDRE	N/A
NDAA FY07, Sec. 801 Requirements Management Certification Training Program	Interim report, due March 1, 2007 and final report, due March 1, 2008 to be submitted on the training	OPR: HCI	Interim report completed, final report in progress.
NDAA FY07, Sec. 820 Government Performance of Critical Acquisition Functions	Report due October 17 of each year on plan and its progress, beginning 2007.	OPR: HCI/AWC M	2007 draft in coordination.
NDAA FY07, Sec. 853 Program Manager Empowerment and Accountability	A report shall be submitted to the congressional defense committees on the strategy developed pursuant to the Act.	OPR: PM FA/HCI	Published June 2007.
NDAA FY07, Sec. 1102 Strategy for Improving the Senior Management, Functional, and Technical Workforce of the DoD	In the HCSP mandated by NDAA FY06, Sec. 1122 a plan focused on the senior management, functional, and technical portion of the DoD workforce must be	OPR: OSD (P&R)	First DoD Civilian HCSP completed June 2006. Update in progress.
NDAA FY08, Sec. 854 Repeal of Sunset of Training Fund	No action required.	OPR: N/A	N/A



Size and Composition

NDA FY08, Sec. 324 (Formerly NDA FY06, Sec. 343) Guidelines to Insourcing New and Contracted Out	Must implement procedures that ensure DoD civilian employees are given first consideration to perform new job functions. Repeals and	OPR: OSD (P&R)	Action Completed.
NDA FY08, Sec. 802 (a&b) Lead Systems Integrators	Requires a plan for establishing the appropriate size/skill level of the acquisition workforce related to inherently	OPR: HCI/AWC M	Requirements specified by this section must be addressed in the sec. 820 report
NDA FY08, Sec. 855 (Formerly NDA FY08, Sec. 825) Federal Acquisition Workforce Improvements	Calls for individual Executive Agency HCSPs and succession plans. NDA FY08, Sec. 825 replaced by this section.	OPR: OFPP	None at this time.

Recruiting and Retention

NDA FY08, Sec. 852 (Formerly NDA FY08, Sec. 844) DoD Acquisition Workforce Development Fund	A fund must be established to provide funds for the recruitment, training, and retention of acquisition personnel of the DoD.	OPR: TBD	Planning in progress.
NDA FY08, Sec. 853 Extension of Authority to fill Shortage Category Positions for Certain Federal Acquisition Positions	No action required.	OPR: N/A	N/A
NDA FY08, Sec. 661 Consolidation of Special Pay, Incentive Pay, and Bonus Authorities	Modification of payback details on special pay for extending military officers on critical acquisition positions.	OPR: OSD (P&R)	Ongoing

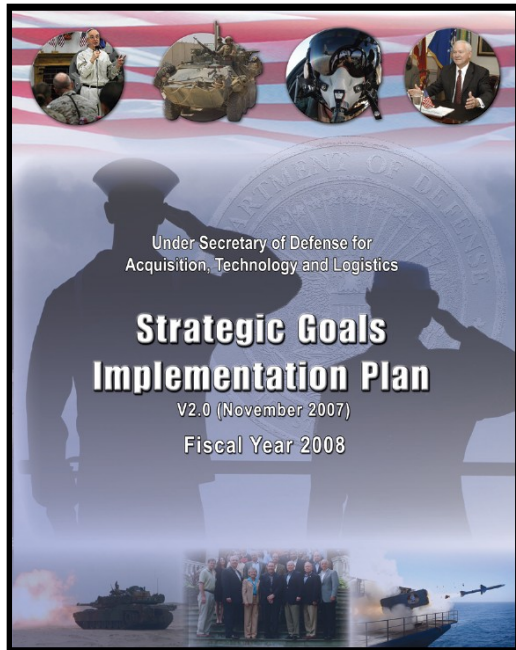
Ethics

NDA FY07, Sec. 813 Improving the Acquisition Workforce	Requires review of the current acquisition workforce needs and tools to recruit and retain said workforce.	OPR: DPAP/HCI	Report submitted.
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FY 08 USD AT&L Must Do's

AWCM Near-Term Actions



- **Establish a comprehensive workforce analysis and decision-making capability**
- **Implement a rotational assignment plan for Senior Executives**
- **Implement executive coaching and 360 feedback processes**
- **Implement changes to hiring practices to make them timely and competitive**
- **Identify key leadership positions and provide expanded certification and leadership resources**
- **Establish DAU living library to collect program management lessons learned and best practices**
- **Expand sources of funding support AT&L workforce training and human capital initiatives (Section 852)**





Legislation Alignment

Requirement s	NDAA FY 2006 Section 1122	NDAA FY 2007 Section 1102	NDAA FY 2008 Section 851	NDAA FY 2008 Section 852	NDAA FY 2008 Section 855
Assessment	Critical Skills, Competencies, and Gaps (current & future)	Critical Skills, Competencies, and Gaps (current & future)	Critical Skills, Competencies, Gaps (current & future), and incentives for retention and recruitment	USD/ AT&L will provide guidance on Critical Skills, Competencies, and Gaps (current & future)	Implied assessment via development of HCSP for DAW
Funding	N/A	N/A	ID: funding programmed for DAW improvements, & training; Describe funding implementation; state funding utilization; describe continuing funding shortfall	Establish DAW Fund; Purpose is to Ensure DAW has capacity in personnel and skills to perform mission, provide oversight of contractor performance and receives best value of expenditures; fund managed by senior DoD official designated By USD/AT&L	N/A
Recruit	Plan of action for developing and reshaping the civilian employee workforce of the Department to address the gaps in critical skills and competencies including: (a) specific recruiting and retention goals including the program objectives of the Department to be achieved through such goals; and (b) specific strategies for development, training, deploying, compensating and motivating the civilian workforce of the Department, including the program objectives of the Department to be achieved through such strategies	Plan of action for developing and reshaping the civilian employee workforce of the Department to address the gaps in critical skills and competencies including (a) specific recruiting and retention goals including the program objectives of the Department to be achieved through such goals; and (b) specific strategies for development, training, deploying, and designing career paths and career opportunities for the senior management, functional, and technical workforce of Department, including the program objectives of the Department to be achieved through such strategies	Incentives to Recruit	Incentives to Recruit	Recruitment goals from procurement , Federal Career and Presidential Management intern programs
Train			ID funding programmed for DAW training	Provision of Training	Training needs
Retain			Incentives to Retain	Incentives to Recruit	Actions to retain high performance acquisition professional who possess critical relevant skills
Report	01 March 2008	01 March 2008	01 March 2008	30 November 2008	January 2008

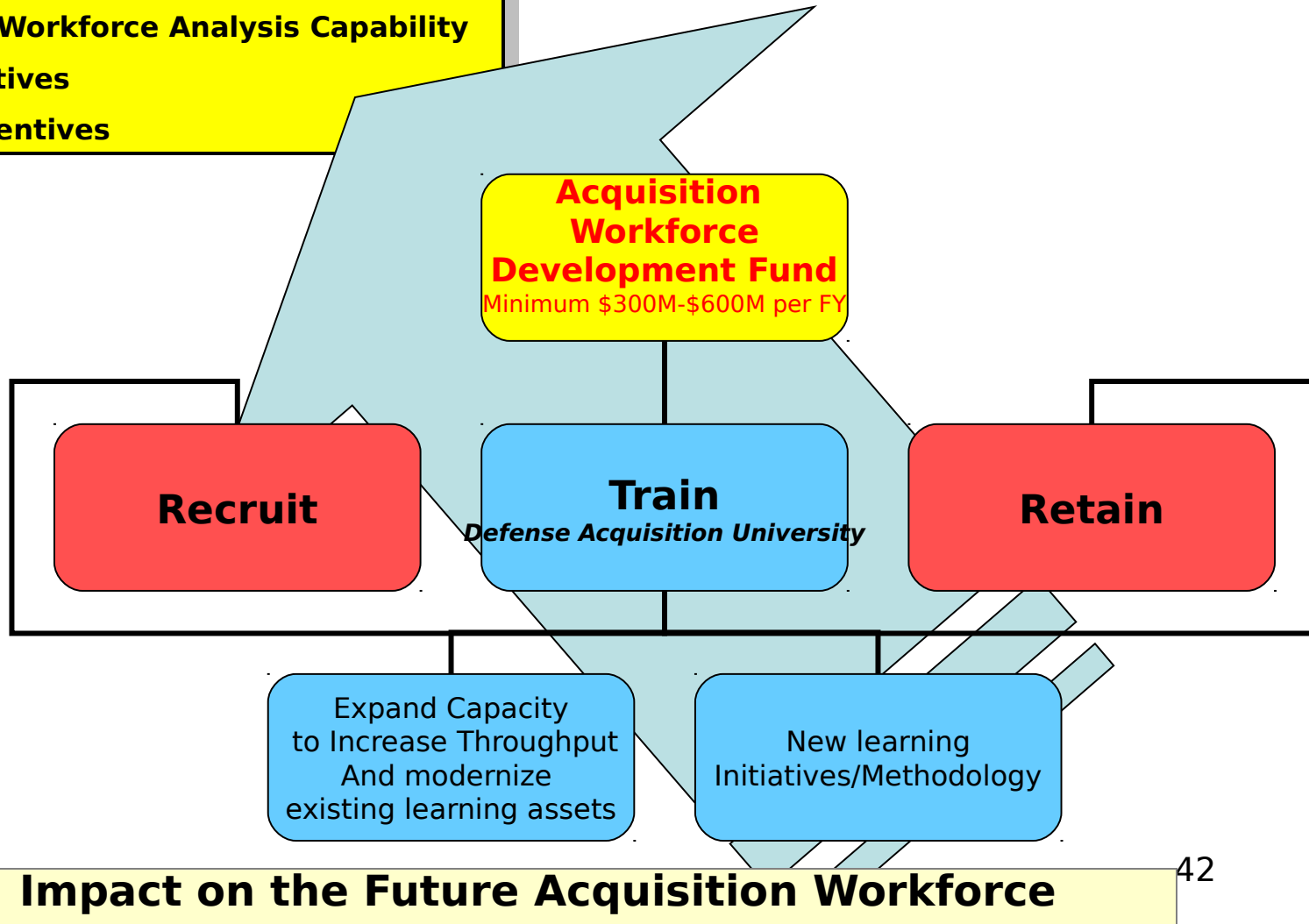


FY08 NDAA- Section 852

DoD Acquisition Workforce Development Fund

Section 851: Identify Areas of Need

- 1 Types and Gaps in Skills and Competencies**
- 2 Comprehensive Workforce Analysis Capability**
- 3 Retention Incentives**
- 4 Recruitment Incentives**





Industry/DoD Task Force Human Capital Management Best Practice

Proper Hiring Mix Initiatives

Early Outreach

- Intern Program
- SCEPs

- Right Size and Functional Mix within AT&L and SPOs
- Improve Diversity Balance
- Recruit against emerging technology

Depth

- Improving Training Impact and capacity
- Gaming Simulation
- Cohort Training

Breadth

- Rotational Assignments
- Multifunctional Certifications
- Industry Rotation

Leadership

- Mentoring
- Senior Service Fellowship Program
- Harvard C.S
- 360

Smart Incentives

- Rehired Military
- Rehired Annuitants
- Program Success

Awards

Competency Management

- Integrate Competency Management with all areas of workforce management

Infrastructure & Data Management

- Fully integrated IT architecture to support AT&L workforce

Recruiting

Development

Retention

Competency
Management
Initiatives

Infrastructure &
Data
Management

Section 851: Identify Areas of Need

- 1 Types and Gaps in Skills and Competencies
- 2 Comprehensive Workforce Analysis
- 3 Capability
- 4 Retention Incentives
 - Recruitment Incentives

Development

Retention

Competency Management Initiatives

Infrastructure & Data Management

Cross-walk Between Sec 851 and Human Capital Benchmarking

4

Early Outreach
• SCEPs
• K-16 Marketing

1

Proper Hiring Mix

- Right Size and Functional Mix within AT&L and SPOs
- Improve Diversity Balance
- Recruit against emerging technology
- Proper mix of experience
- Intern Programs

Depth

- Improving Training Impact and capacity
- Gaming Simulation
- Cohort Training

Breadth

- Rotational Assignments
- Multifunctional Certifications
- Industry Rotation

Leadership

- Mentoring
- Senior Service Fellowship Program
- Executive Coaching

3

Smart Incentives
• Advanced Degrees

- Rehired Military
- Rehired Annuitants
- PM Retention Bonus

Competency Management

1

- Integrate Competency Management with all areas of workforce management

Infrastructure & Data Management

2

- Fully integrated IT architecture to support AT&L workforce



How We Begin to Solve The Challenges Ahead

- **Gaps in Skills & Competencies**
- **Skills Needed**
- **Recruitment**
- **Retention**





Initiative Content

Each Initiative:

Targets a specific area of need although it may cover more than one.

Has a companion funding stream across the FYDP

Is based on workforce analyses of all DoD Components

Dependent on funding availability

Requires recurring update to include adjustments, future requirements and funding



SECTION 851 AREA OF NEED	INITIATIVE:					
Paragraph C.1 Gaps in the Skills & Competencies of the Current or Projected Defense Acquisition	Objective: What is this initiative attempting to solve/reconcile? Targeted Gap/Need: What specific deficiency does this address? Outcome Metrics: How did we know we got it right?					
FY 08	FY 09	FY 10	FY 11	FY 12	Total	
INITIATIVE CRITERIA						
<ul style="list-style-type: none">• What's the <u>Link</u> to the Area of Need Category and the Deficiency?• Can it be <u>Implemented</u> in the Current Year?• How will success will be <u>Measured</u> (e.g.Outcome Metrics)?• Is Funding Profile <u>Accurate</u> and <u>Complete</u>?• Is this initiative <u>Unique</u> or can it be incorporated into a existing initiative?						
SECTION 851 AREA OF NEED	INITIATIVE:					
Changes to the types of personnel needed in the DAW	Objective: What is this initiative attempting to solve/reconcile? Targeted Gap/Need: What specific deficiency does this address? Outcome Metrics: How did we know we got it right?					
FY 08	FY 09	FY 10	FY 11	FY 12	Total	
INITIATIVE CRITERIA						
<ul style="list-style-type: none">• What's the <u>Link</u> to the Area of Need Category and the Deficiency?• Can it be <u>Implemented</u> in the Current Year?• How will success will be <u>Measured</u> (e.g.Outcome Metrics)?• Is Funding Profile <u>Accurate</u> and <u>Complete</u>?• Is this initiative <u>Unique</u> or can it be incorporated into a existing initiative?						
SECTION 851 AREA OF NEED	INITIATIVE:					
Incentives to Retain quality personnel to the DAW	Objective: What is this initiative attempting to solve/reconcile? Targeted Gap/Need: What specific deficiency does this address? Outcome Metrics: How did we know we got it right?					
FY 08	FY 09	FY 10	FY 11	FY 12	Total	



Initiative Example

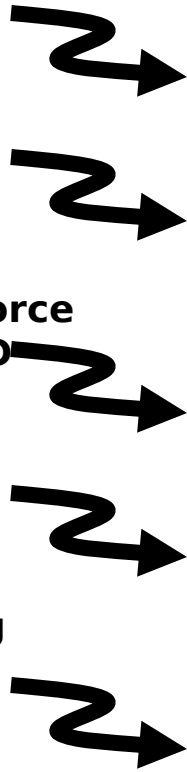
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Has a companion funding stream across the FYDP

Is based on workforce analyses of all DoD Components

Dependent on funding availability

Requires recurring update to include adjustments, future requirements and funding

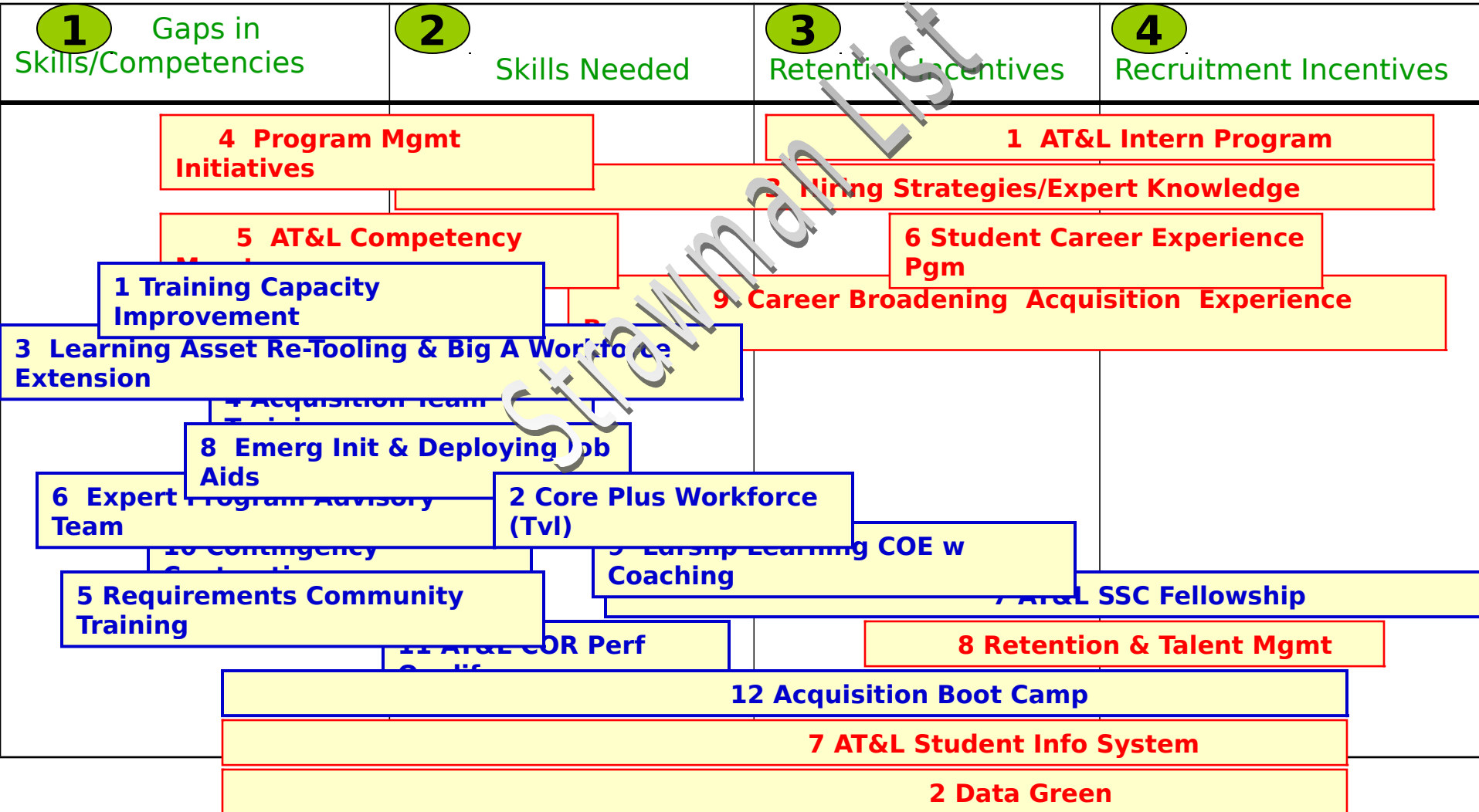


SECTION 851 AREA OF NEED	INITIATIVE: WORKFORCE DATA					
<div>Paragraph C1</div> <div>Gaps in the Skills & Competencies of the Current or Projected Defense Acquisition workforce</div>	<div>OBJECTIVE: Will provide web-based tools to improve accuracy, collect real-time updates, and establish central repository for data retrieval and analysis. This tool will dramatically increase the ability to support a comprehensive, recurring and consistent workforce analysis process that will help shape human capital strategies for the 126,033 DAW personnel. Also includes seamless student registration and training information system that integrates multiple systems into a single clearinghouse and serves as a DoD-wide certification system for both civilian and military personnel; provide enhanced portal capabilities and enables real-time access to registration and official workforce records.</div> <div>TARGETED GAPS/DEFICIENCIES: There is no comprehensive and fully integrated automated enterprise-wide system to help manage, recruit, hire, and retain the acquisition workforce. Human Capital decisions depend on accurate and timely data.</div> <div>OUTCOME METRICS: Fully automated and protected system that affords data access and supports comprehensive analysis of DAWIA mandated information on a routine basis.</div>					
FY 08	FY 09	FY 10	FY 11	FY 12	Total	
8,262	5,954	6,249	6,276	6,416	33,157	



DAU Section 852 Initiatives

Aligned with Acquisition Areas of Need



Red = AT&L Workforce Initiatives - Blue = AT&L Training Initiatives



(1) AT&L Intern Program

Annually increase AT&L workforce by 1000 interns

Background:

1. Target participants are those who have successfully completed at least a four year program from an accredited institution.
2. The program will target GS-07/ NSPS equivalent eligible participants.
3. The intern sizing efforts will be based on workforce data analyses and other trends; interns may enter the program at any time of the year.

Description:

1. Upon completion, graduates will have the right capabilities, skill sets and experience to achieve mission goals.
2. The intern sizing efforts will be based on workforce data analyses and other trends; interns may enter the program at any time of the year. Target participants are those who have successfully completed at least a four year program from an accredited institution.

Funding:

1. **Total** = \$97.901M based on the following:
 - **Salary:** GS-07/NSPS equiv (63,566 salary, signing/retention bonus and \$34,005 training & travel = \$97,901 per intern)
 - **1000 interns (DCMA-400, Army-200, Navy-200, 4th Est-200)**

Execution Strategy:

- Centrally manage the program & funds with decentralized execution;
- conduct progress reviews to ensure successful program execution.
- Additional personnel (gov't/contractor) may be required to properly execute program objectives.

Recruit interns to develop a cadre of high performing, mission focused and results oriented ethical acquisition workforce members to successfully execute the AT&L mission



AT&L Workforce Challenges



Human Capital Guidance

Congressional Requirements

Quadrennial Defense Review Report

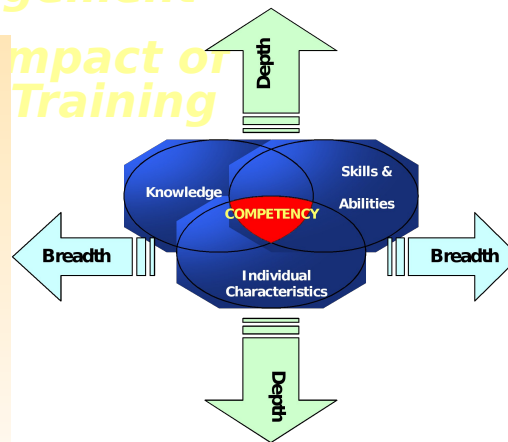
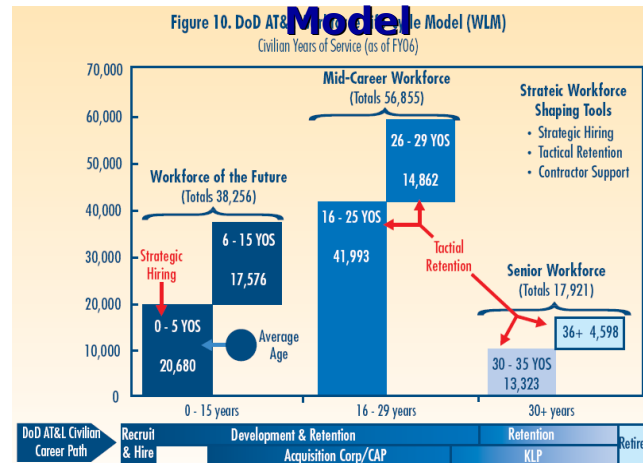
Civilian Human Capital Strategic Plan 2006-2010



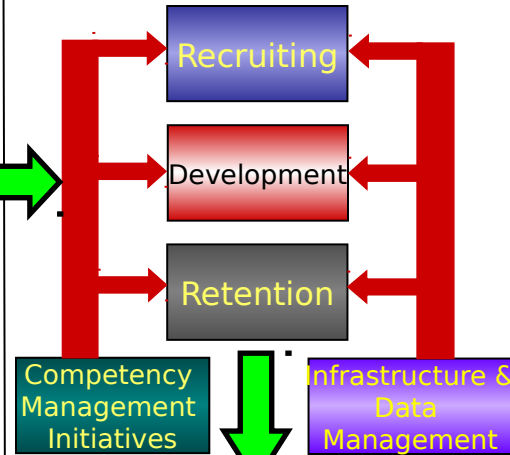
1. **Congressional Interest - Workforce Size, Mix, Qualification & Contractor Support**
2. **Aging Workforce**
3. **Increased Competition for Talent**
4. **Loss of Critical and Unique Skill**

5. Barriers to Data-driven Total Workforce Management

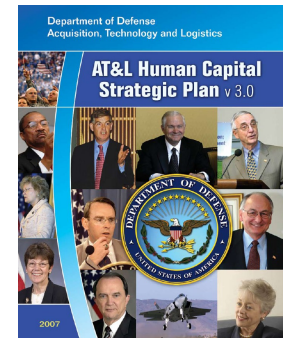
Workforce Lifecycle Model



HCSP & Section 814 Workforce Recommendations



AT&L Workforce Initiatives

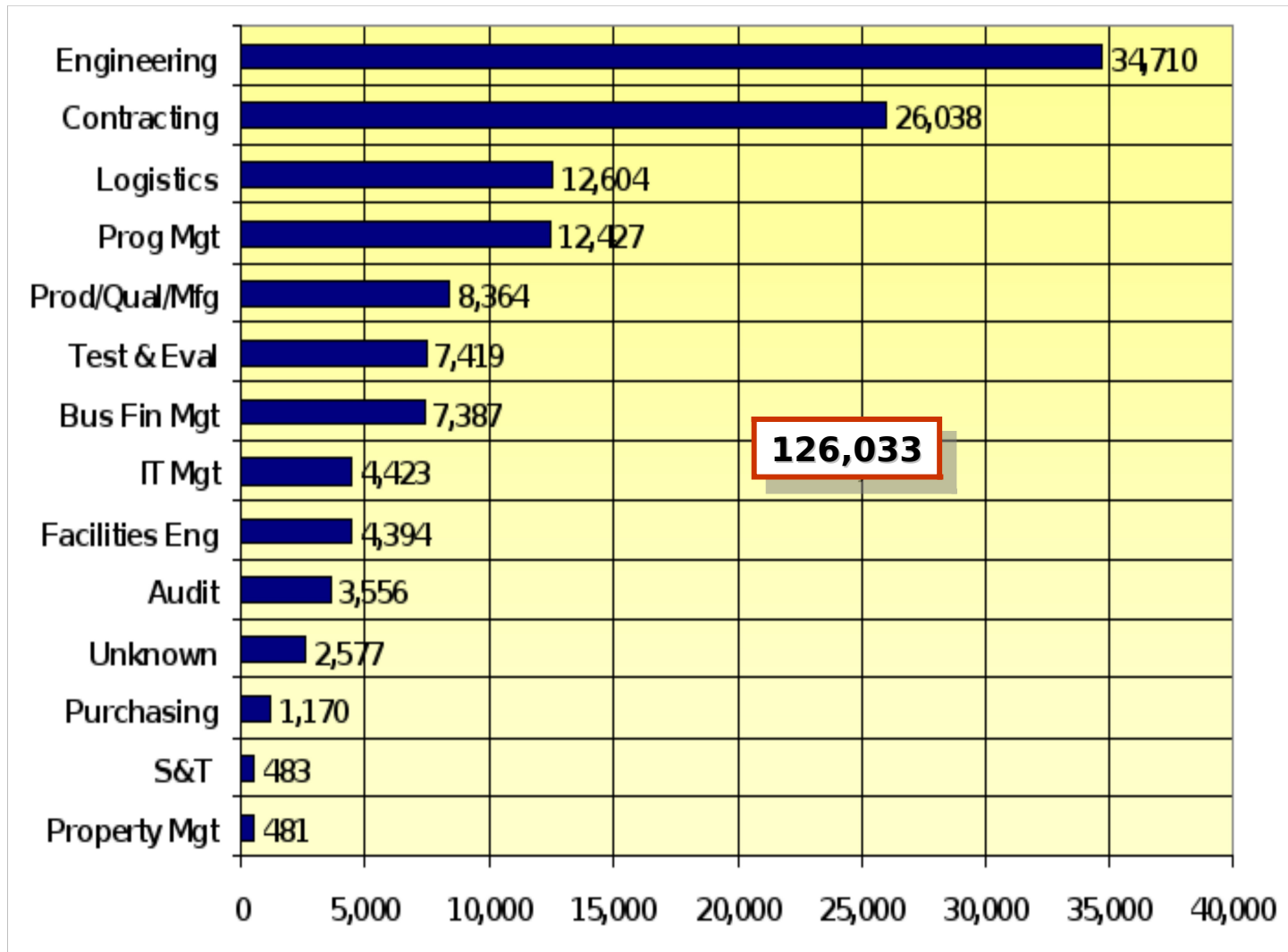


Section 852 and SARA



AT&L Functional Composition

Figure 1. AT&L Workforce Count by Career Field (as of Sep 07)

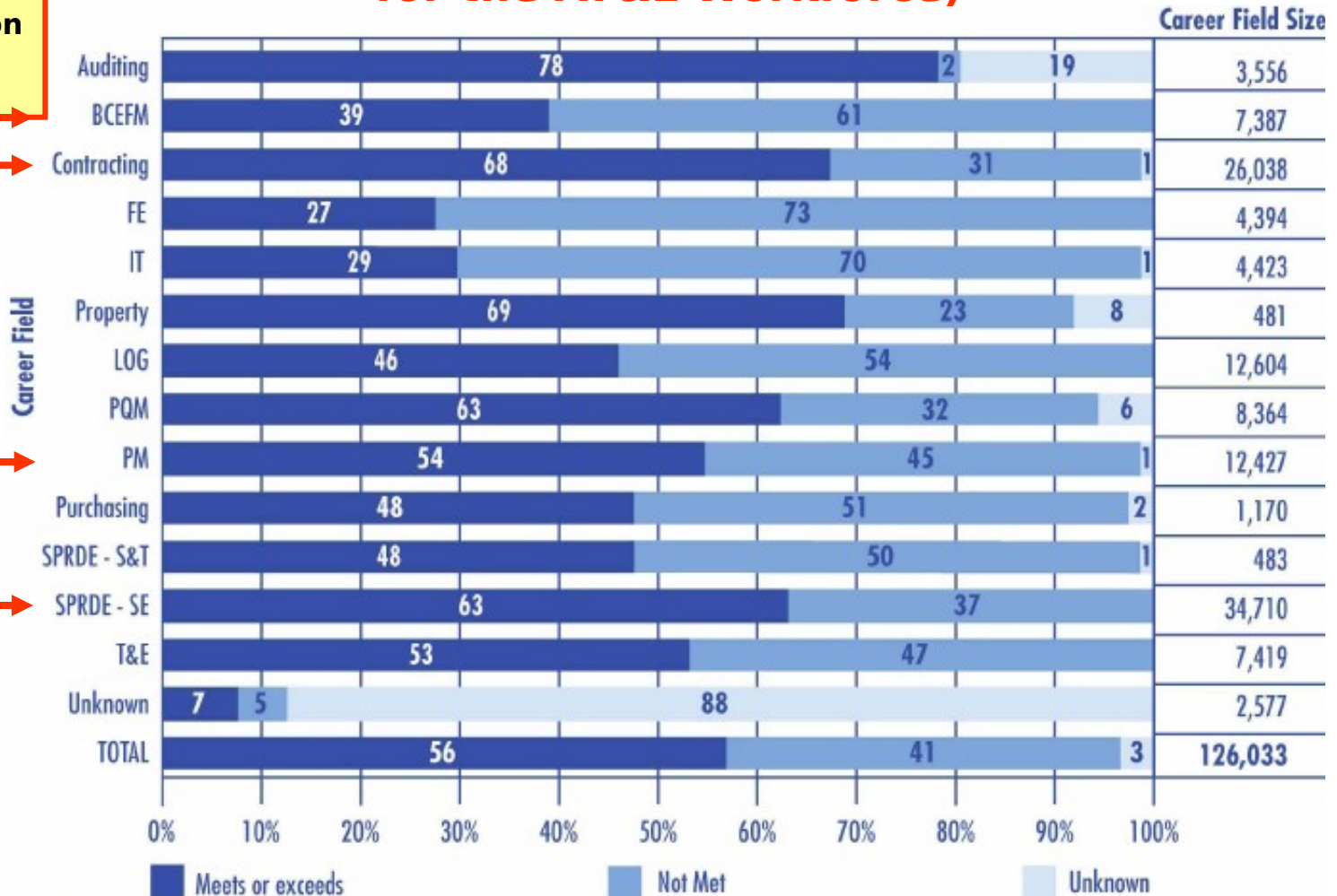




Certification Shortfalls Gaps in Competencies and Skills

(Certification Levels vs Position Requirements
for the AT&L Workforce)

High
Congressional
Interest



Source: DAU AT&L Workforce Datamart



Aging Workforce

	National*		DoD**		Civilian AT&L*** Workforce	
Generation	Workforce (millions)	% Workforce	Workforce	% Workforce	Workforce	% Workforce
Silent Generation (born before 1946)	11.5	6.5%	45,625	6.7%	6,624	5.9%
Baby Boomers (1946-64)	61.5	34.9%	438,971	64.5%	74,887	67.3%
Generation X (1965-76)	43.5	24.7%	132,948	19.5%	18,544	16.7%
Generation Y (1977-1989)	31.5	17.9%	62,676	9.2%	11,286	10.1%
Millenium (1990-present)	28.0	15.9%	153	0.0%	0	0.0%

*Source: Armour, Stephanie "Generation Y They've Arrived at Work with a New Attitude" USA Today, Nov 7

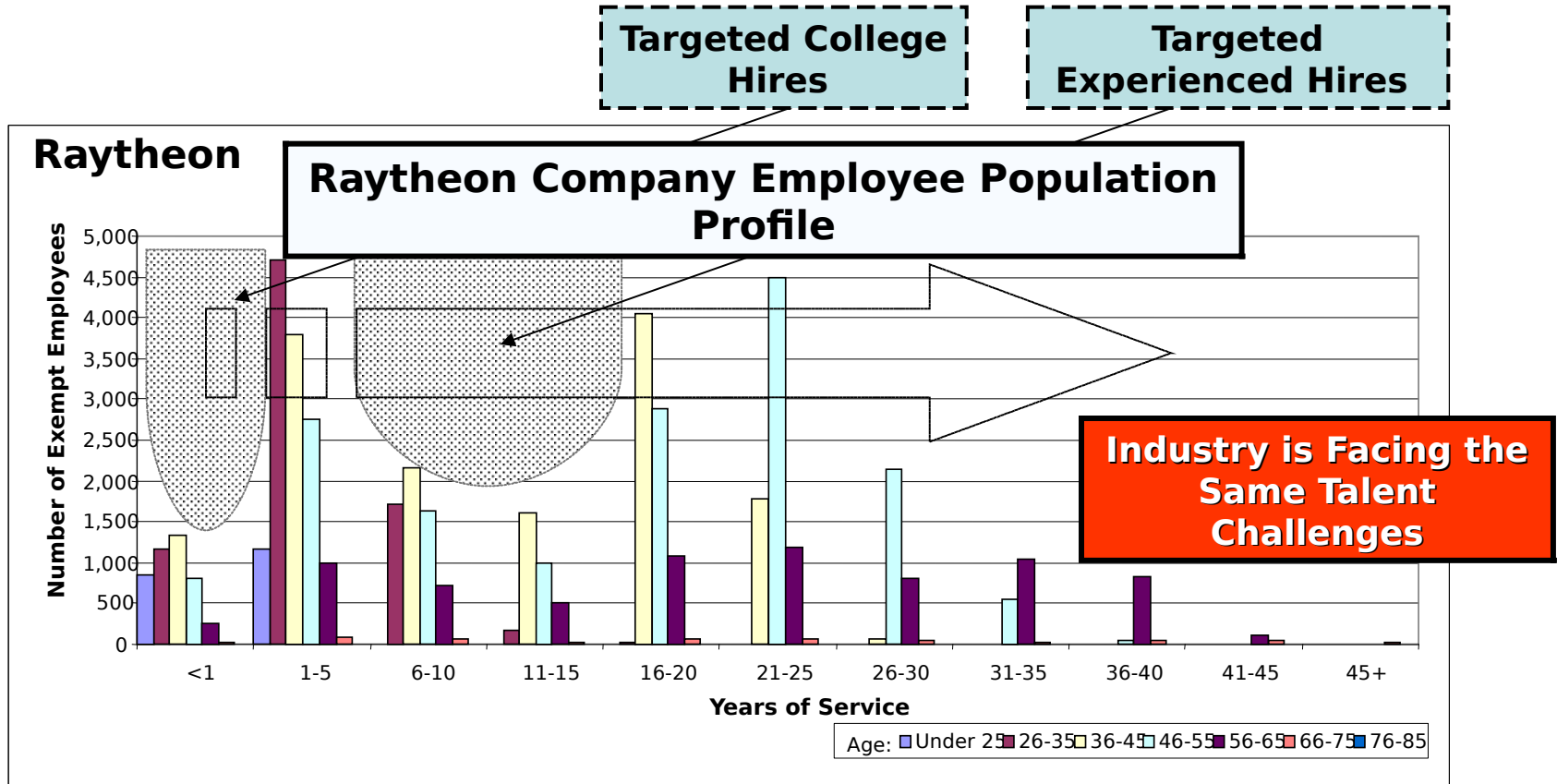
**Source: OSD P&R Report: DoD Civilian Workforce Statistics/DoD Demographics/May2006 Edition

***Source: AT&L Datamart FY07 AT&L Workforce Count/AT&L workforce data contains 456 files with null for

Even though our workforce is working longer, there is a growing concern that a large and experienced component of the DAW will start to contract—creating gaps in critical skills



Increased Competition For Talent



Lockheed : "One in every three of Lockheed's employees is over 50. to sustain our talent base, we're hiring 14,000 people a year. In two years, we're going to need 29,000 new hires; in three years, 44,000. If this trend continues, over the next decade we will need 142,000." Robert J. Stevens, Chairman, President and CEO of Lockheed Martin. Wall Street Journal, April 19, 2006.



Leadership Considerations



"The United States will...transform America's national security institutions to meet the challenges and opportunities of the 21st century."
President George W. Bush



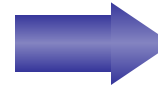
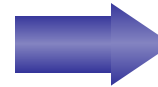
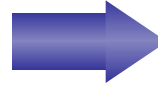
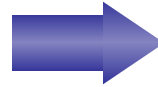
"The department must have a vision that conveys to the public a commitment to attract and develop the best mix of people, both military and civilian. This vision must be supported by an effective human capital strategy that is actively measured against well-defined goals."
Secretary of Defense Robert Gates



"We need a very responsive and modern personnel system so we can attract people, and those people will have the ability to perform to their highest potential."
Deputy Secretary of Defense Gordon England



"The AT&L Team must instill a culture that is constantly conscious of jointness and interoperability. We cannot as individual residents or discrete families achieve the goals of the greater community."
Under Secretary of Defense (AT&L) John Young



DAW Areas of Need

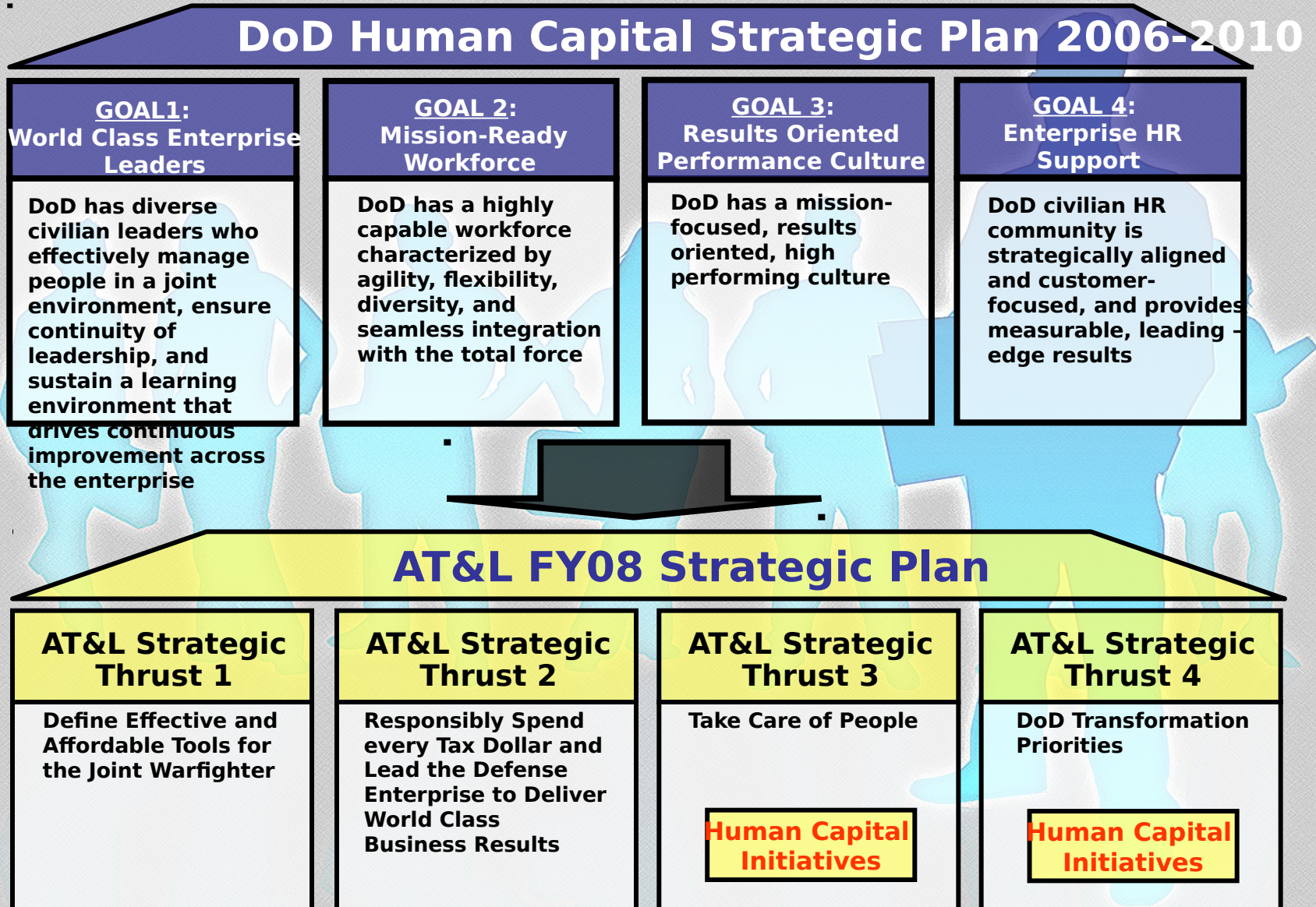
- **Replace Expected Baby Boomer Vacuum**
- **Satisfy Technical Skills Shortage**
- **Certify More Employees**
- **Collect Accurate and Complete data of Workforce**
- **Leverage And Expand Learning Assets**
- **Develop More Precise Competency Management**
- **Provide More Complete Context Training On "Big A"**

DAW Functional Area Gaps

- **Fewer Available SPRDE Degreed People**
- **Tenured Program Management Employees Leaving The Workforce**
- **Contracts Becoming More Complex**
- **Too Few People Certified At Levels II And III In Lifecycle Logistics**
- **Deeper Testing And Evaluation Curriculum**
- **More Clear Alignment and Training of BCEFM Skilled Personnel in Acquisition Workforce**



Alignment of DoD and AT&L Strategic Human Capital Planning





Impacts of Human Capital Initiatives

$$Y = f(X_1, X_2, X_3, X_4 \dots X_n, \text{Process})$$

Endstat

Highly Trained,
Agile And Flexible
DoD Acquisition
Workforce
Positioned to Meet
the Impending
Challenges of the
21st Century

X₁



Existing
Capabilities
Based
on Earlier
Studies

X₂

Gaps in
Critical Skills
&
Competencies

X₃

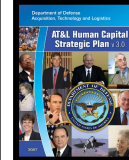
Necessary Changes
to DAW Recruitment,
Training & Retention

X₄



Congressional
Direction

X₅



Strategic
Guidance
& Plans

X₆

Implementation
Methodology
Procedures
(e.g. review cycle,
Authorities, etc.)

X₇

Available
Funding

X₈

Performance
Metrics

X₉

Success
Factors

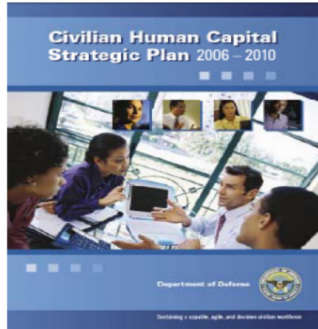


On-going Efforts

- Human Capital Strategic Plan
 - DoD CHCSP
 - Defense Acquisition Workforce Section
- State of Workforce Report
- Comprehensive Workforce Data Analysis Capability (aka Data Green)
- AT&L-wide Competency Management

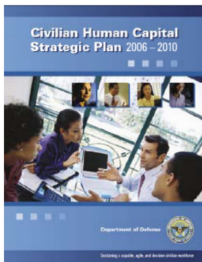


851 to DAW activities links



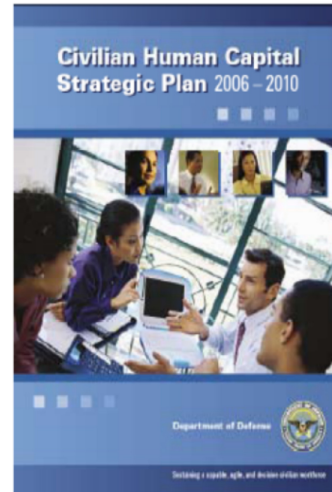
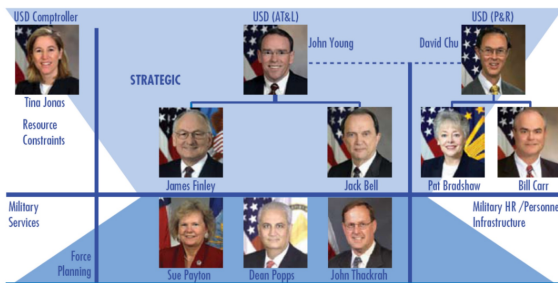
AT&L Supporting Initiatives:

- Leadership embedded in AT&L learning architecture
- ACQ 450 (118 grads) / 451 (60 grads) / 452 (37 grads)
- Harvard Business School ManageMentor On-line Modules 14,338 completions
- Senior Service College Fellowship (9 grads)
- ARMY AL&T Executive Leadership Program (50 participants)
- DAU Leadership Learning Center of Excellence



AT&L Supporting Initiatives:

- DoD AT&L Strategic Workforce Planning Framework
 - Alignment and Partnership with OSD(P&R)
 - DHRB



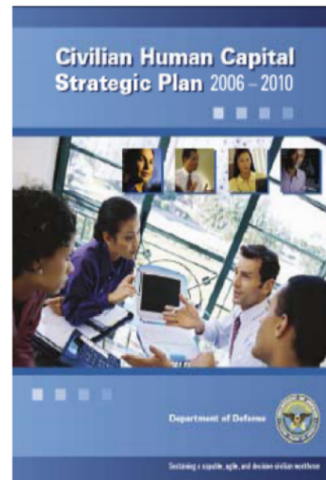
AT&L Supporting Initiatives:

- AT&L Performance Management Culture
- SES Performance Management Training
- National Security Personnel System Deployment

Designed to demonstrate clear action being taken by DoD with respect to Section 851 and aligns with overall objectives of DoD workforce management approach

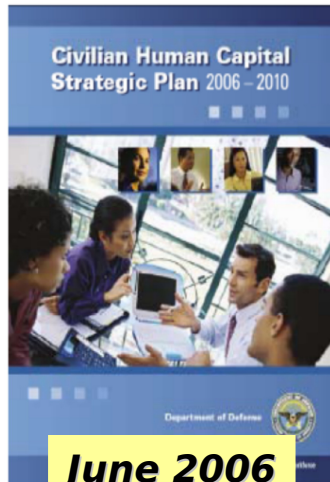
AT&L Supporting Initiatives:

- Focus on Competencies
- Systems Engineering Career Field Restructuring
- 24/7, Career-long Access to Learning Assets
- USD(AT&L) Workforce Development Awards

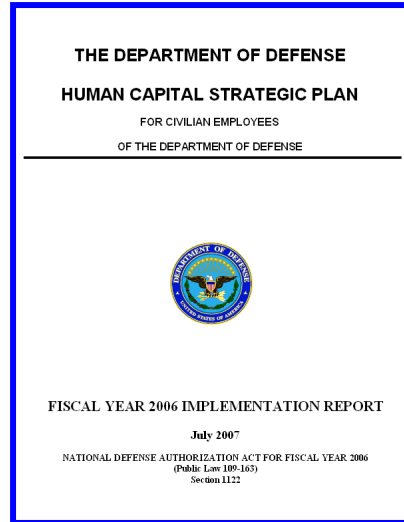




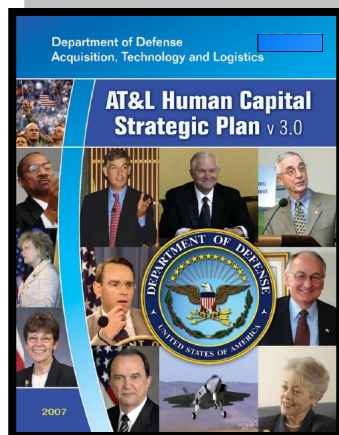
DoD CHCSP Progress



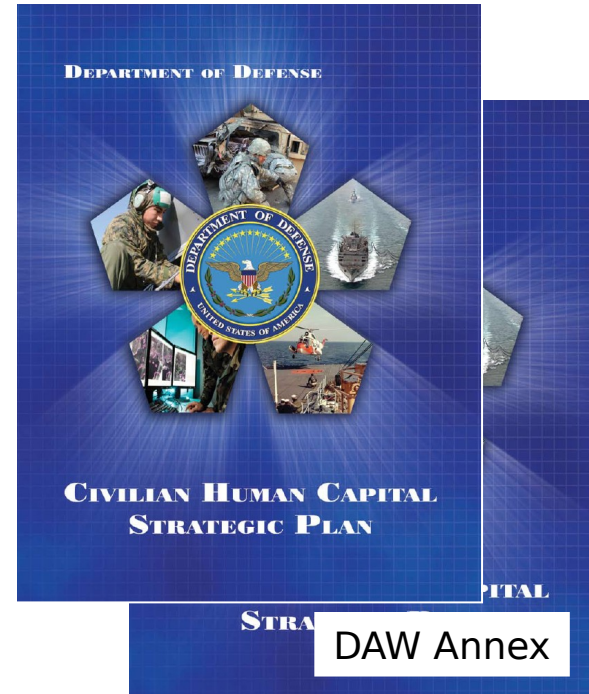
June 2006



November 2007



June 2007

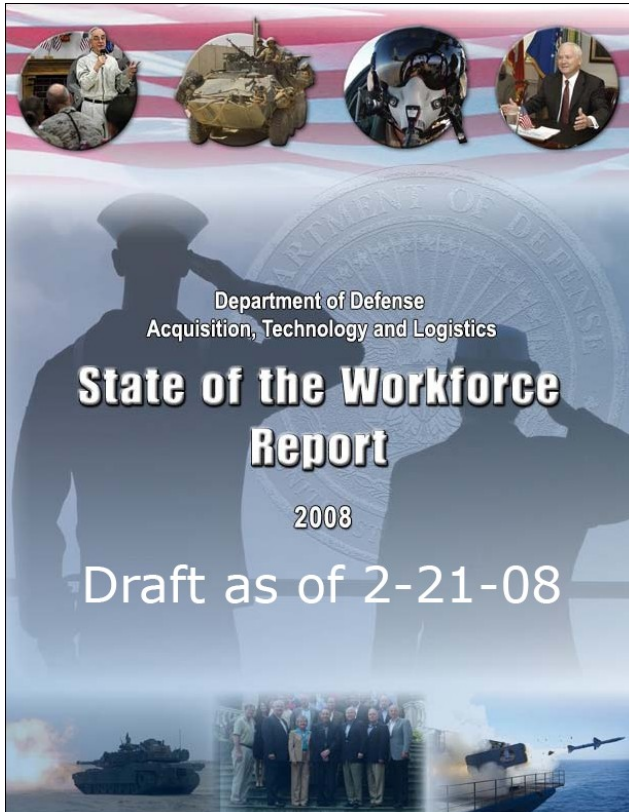


March 2008





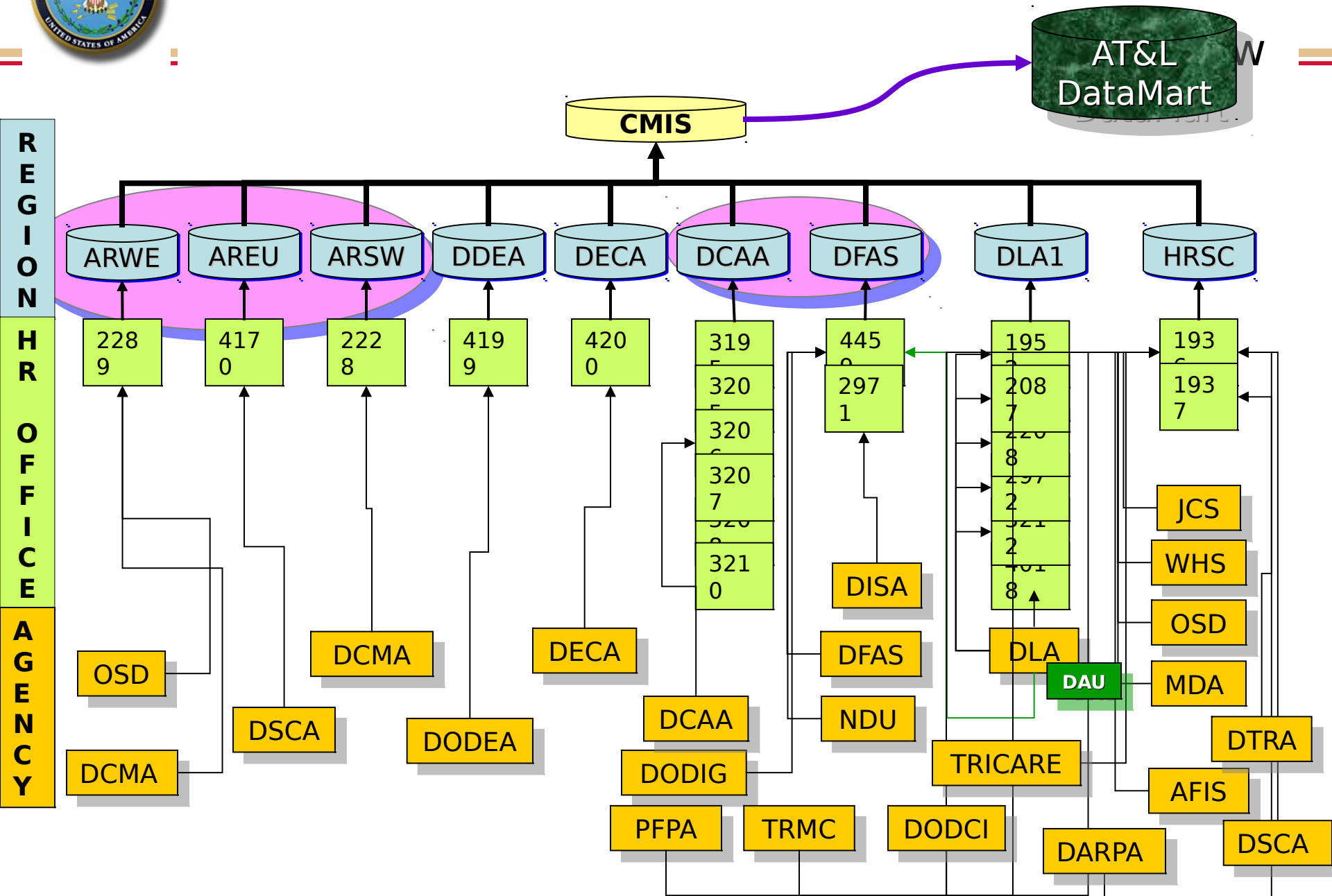
AT&L State of Workforce Report



- In compliance with AT&L HCSP Ver 3.0
- Includes:
 - A/N/AF/4th Estate
 - 13 Functional Career Areas
- Audience:
 - All Workforce Members
 - All Workforce Managers
 - Congress/GAO/Media
- Utility:
 - Human Capital Strategy
 - Development of Initiatives
 - Recruit/Train/Retain
 - Gaps Analyses



Life in the Fourth Estate





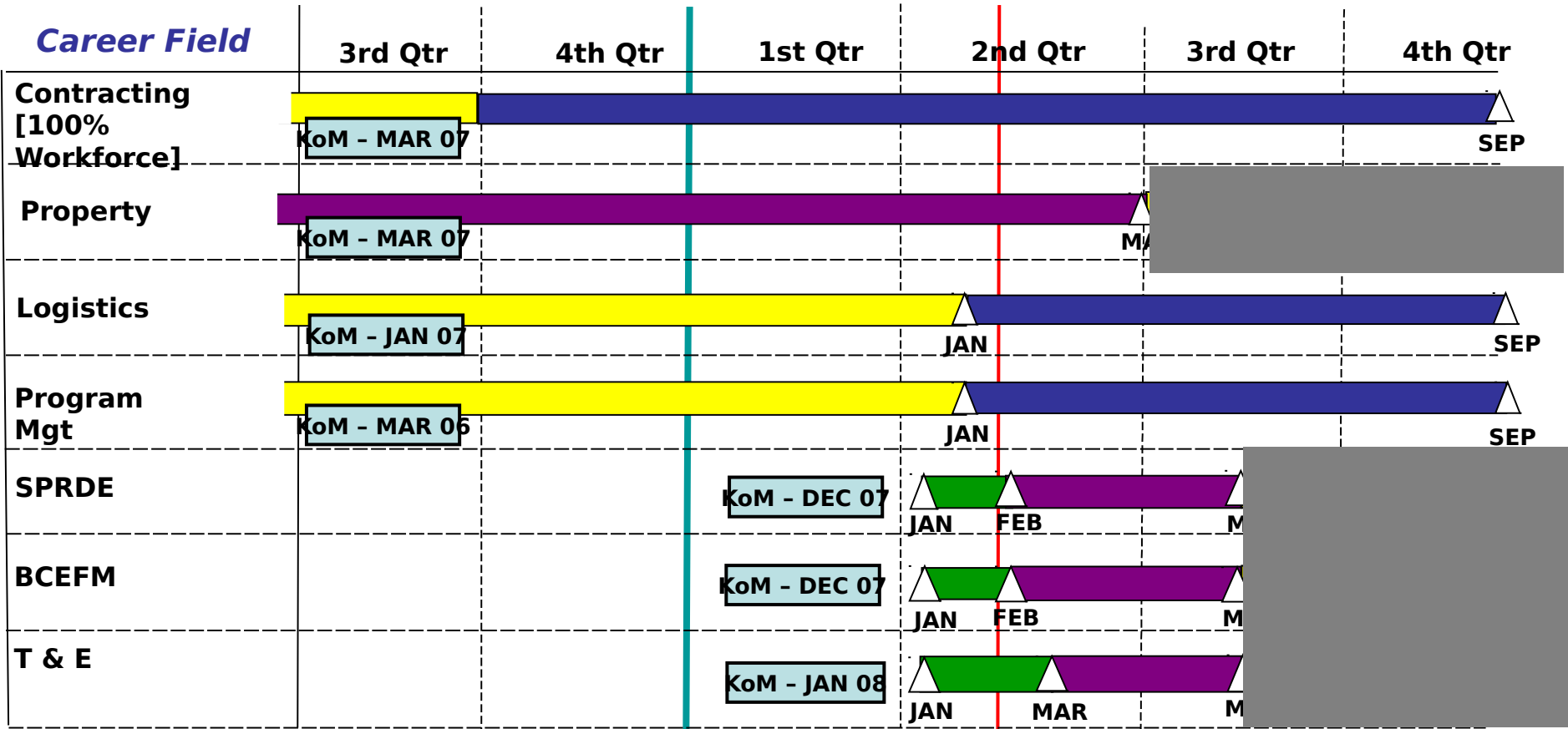
Near Term POAM for Competency Management

FY07

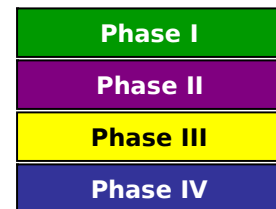
FY08

Today

Career Field



KoM = Kick-Off Meeting

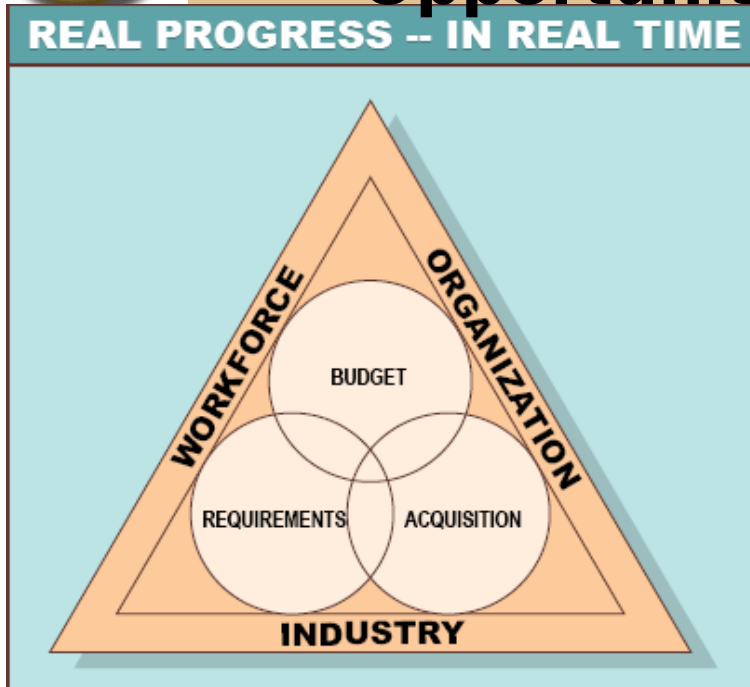




BACK UP



Section 852 can be an Historic Opportunity!



Over the past twenty years, many acquisition reform recommendations have focused on making **incremental improvements** to a narrowly defined acquisition process.

“Simply tinkering with the present “acquisition” process will not provide adequate response to future needs.”

“An Acquisition Strategy, Process, and Organization for Innovative systems” John Birkler, Giles Smith, Glenn A. Kent and Robert V. Johnson. National Defense Research Institute, Page xi. RAND 2000

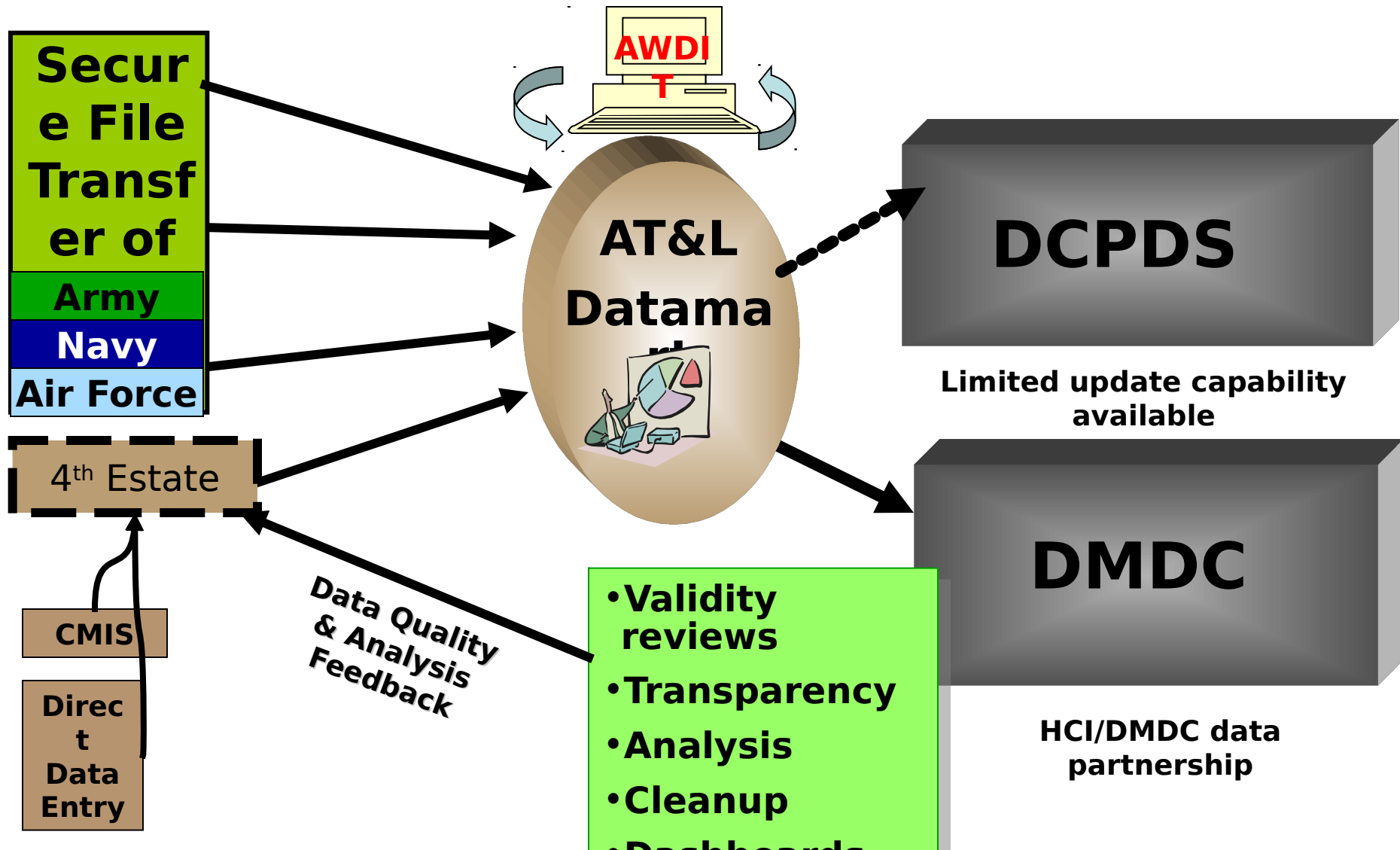
Current restructure, policy and process changes can not do it alone... 852 Provisions could accelerate actions and rapidly enable critical workforce and training initiatives ... we have an historic opportunity to improve acquisition outcomes!



Pursuing the Goal

AT&L Enterprise Workforce Data Flow

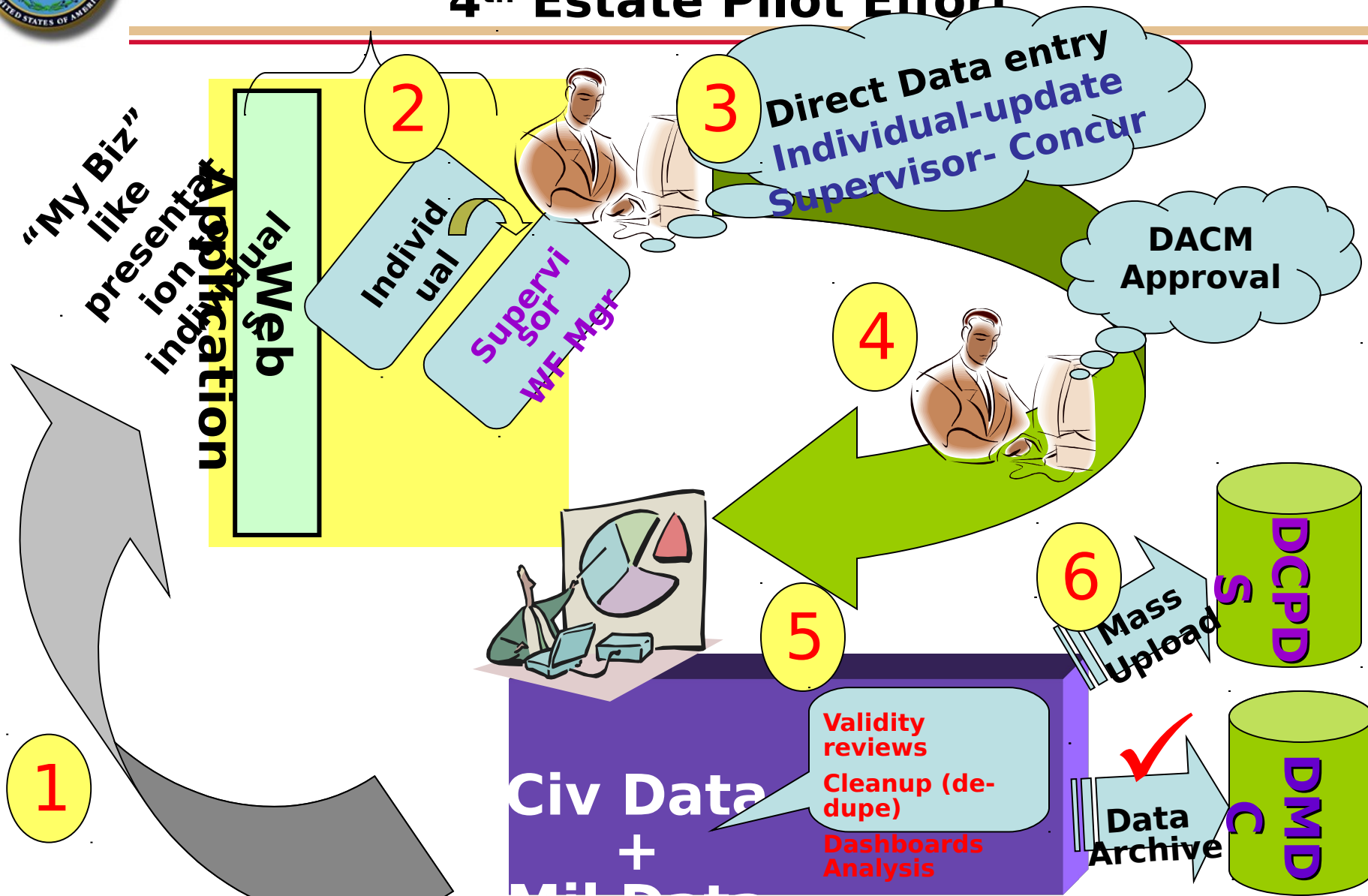
Current State





Pursuing the Goal

4th Estate Pilot Effort



AT&L Workforce



Strategic Plan for Comprehensive Workforce Data Analysis

